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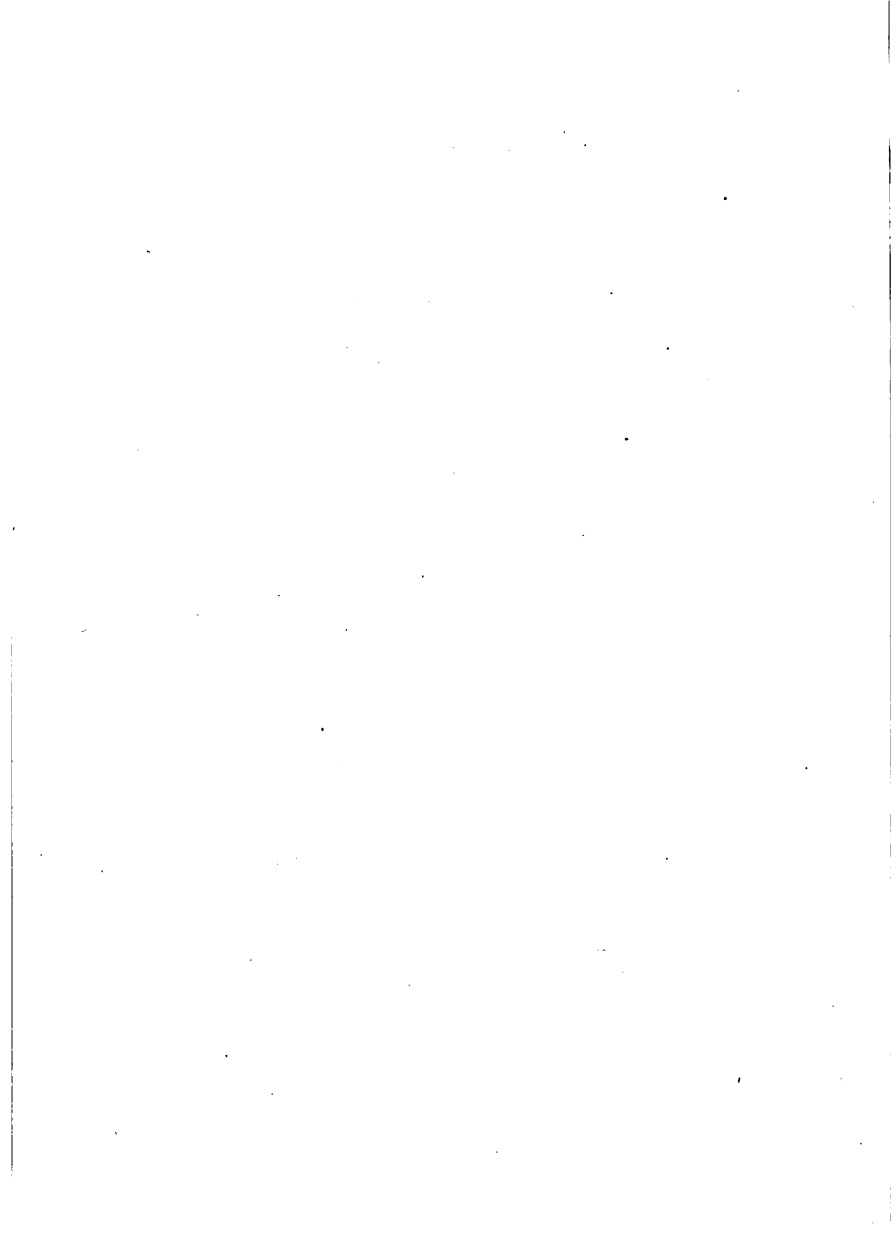
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The SCIENCE OF BUSINESS

BEING

The Philosophy of Successful Human Activity
Functioning in

BUSINESS BUILDING
OR
CONSTRUCTIVE SALESMANSHIP

By

ARTHUR FREDERICK SHELDON



LESSON TEN

ANALYSIS

THE THIRD FACTOR—THE THING FOR SALE

CHICAGO, U. S. A.

1917

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INTRODUCTION

IN Lessons One, Two and Three we laid the foundation upon which to build the Science of Business. We built it upon the foundation of the principle of Service, which we found to be a universal truth, and that stated as a law it reads as follows:

The power of the individual to secure progressively profitable patronage varies directly with his power to render permanently satisfactory Service.

We learned that there are four primary laws related to this, the one fundamental law (principle) to which all natural laws of successful human conduct are related.

We learned that the fact that there are but four primary laws is by reason of the further fact that only four fundamental factors exist in life's relationships, namely:

1. The party of the first part.
2. The party of the second part.
3. The thing concerning which the two parties communicate.
4. The meeting of the minds of the party of the first part and the party of the second part in common agreement.

We further learned that the first primary law—the one related to the party of the first part—is the universal truth which, stated in the form of law, reads as follows:

The power of the individual to render permanently satisfactory Service varies directly with the development of the constructive capacities, faculties, qualities, and powers of his intellect, sensibilities, body and will.

Lessons Four, Five, Six and Seven of this Science are devoted to the study of the first primary law of successful human conduct and certain tributary laws related to it.

The four lessons just above referred to constitute the Science of Man Building, the first of four branches of knowledge embraced in the Science of Business.

With Lesson Eight we begin our consideration of organized facts pertaining to the second factor in life's relationships, namely: the party of the second part.

Here we found the second primary law of successful human conduct related to the principle of Service to be a universal truth which, stated as a law, reads as follows:

Other things being equal, the power of the individual to render permanently satisfactory

Service to those with whom he communicates varies directly with his knowledge of Human Nature.

Lesson Eight is devoted to an elaboration of natural laws for finding the patron, while Lesson Nine is devoted to organized facts concerning the reading of human nature and constitutes the Science of Character Analysis.

We now come to a consideration of the third factor entering into life's relationships, namely: the thing concerning which the party of the first part and the party of the second part communicate. This law will be stated at the beginning of Chapter I.

While the vocation of commerce will be used specifically, and repeatedly referred to in the text, it will readily be perceived by every student of the Science of Business that the facts made plain are applicable to all of life's relationships, regardless of vocation.

We would again remind the student that the special Correspondence Department of the Sheldon School stands ready to render any service the student may need at any time, in the way of special help to enable him to master and apply the truths of any given lesson and adapt them to his own special work.

If for any reason the reader of this book should

lesson is at all behind in the matter of answering the test questions, it would gratify us and prove a real benefit to him if he would immediately review the lessons upon which he has neglected to send in answers to test questions and catch this matter up to date at once.

Sincerely,

THE AUTHOR.

LESSON TEN

ANALYSIS

CHAPTER I

WHY ANALYSIS IS IMPORTANT

BUSINESS, as used in the following law, means human activity, no matter what form that may take so long as it is useful effort or human service.

Other things being equal, the power of the individual to render permanently satisfactory Service varies directly with his knowledge of his business.

This law is a universal and self-evident truth. It applies with equal force to every individual in the world. It is so simple, fundamental, and self-evident in its nature that, like many other fundamental truths, its importance is overlooked by the vast majority. Relatively few people ever pay the price of becoming masters in any line of human endeavor.

This is one of the basic reasons why ninety-five per cent of mankind fail. Each individual in the vast army of the "indifferent" class seems content to know only enough about his work to hold his

job, oftentimes with his mental eye fixed upon temporary enjoyment rather than upon permanent happiness. He worse than wastes his time seeking the idle pleasures of the passing hour.

The time which should be used in mastering every phase of the vocation he has chosen is expended in ways which are destructive rather than constructive. The result is a violation of many of Nature's laws of successful human conduct, among the rest the third primary law related to the principle of Service as stated above.

Relatively few of the members of the army of the indifferent become students of this or any other science. And this condition will probably prevail until such time as our public schools teach natural law in the world of business, including man building and the relationship of Service to material reward.

Until such time, the Science of Business must needs address itself largely to those among the world's workers who already deserve the credit of being in the student class, the artist or adeptship class, or the mastership class, as outlined in Chapter II of Lesson One.

The more efficient the individual, as a rule, the more thoroughly does he realize that he does not "know it all" in regard to his business, and the more readily does he welcome the aid of science in assisting him to a greater knowledge of his business.

It is, therefore, largely to the veterans that our instructions must needs be addressed. To many of such the question will naturally occur: How can the Science of Business assist me in the application of this, the third primary law of successful human conduct?

It will be apparent to each that in all likelihood the author of this Science has never been engaged in the particular vocation to which the student is devoting his life. How, therefore, can anything which he may set forth assist the student to come into a more complete and thorough knowledge of his business?

The question is a relevant one and deserves an answer. It is that the Science of Business does not teach the **technique** of any given business: it deals with general principles and universal laws only.

Two classes of knowledge. There are, however, universal laws which, understood and applied, enable one to come to a complete understanding of his particular business with much greater ease than he can in the absence of an understanding of the laws.

Two classes of knowledge are essential to rapid attainment of mastery:

1. Knowledge of universal truths—facts which pertain to every vocation.
2. Knowledge of the technique of one's own vocation.

A mastery of the first is the natural pathway to

the second, which can be attained only by a study in actual detail of the business itself as one meets its problems face to face in the daily life.

The natural laws or rules which, applied, bring the individual into harmony with the third primary law as stated at the beginning of this lesson are the laws of analysis.

The laws of analysis. The natural road to the exact and complete knowledge of anything is the exact and complete analysis of that thing, and one's business is no exception to the law.

He who masters the Science of Analysis, which is organized facts concerning analysis, can apply that science to his own business, which is exactly what he should do first of all. But he need not stop there; he can apply the same science to any thing or problem he may encounter in the journey of life, and to his very great advantage.

Just how it is possible for the Science of Business to assist the student to a minute knowledge of his business, even though the author of that Science knows nothing whatsoever concerning the particular business in which the student is engaged, is illustrated by the following incident:

From a student residing in Leeds, England, our central office for the United Kingdom, which is located in London, received an analysis of a Diesel engine.

Up to that time the author of this Science was

not aware that such a thing as a Diesel engine existed, as he knows but little about machines of any kind.

Manifestly, therefore, it is true that he (the author) through his teachings had not sought to teach the Leeds student anything about the technique of his business, which was that of handling the Diesel engine.

The analysis which the Leeds student had sent in bore the earmarks of more than ordinary excellence, and was brought to the attention of the author, who chanced to be in London at the time.

He submitted it to one of the most able engineers in the city, who pronounced it the best analysis of an engine he (the engineer) had ever seen.

He said that one of the most remarkable things about it was that he couldn't tell whether the analysis was written by a skilled mechanic or by a salesman of the engine, for the reason that the points pertaining to the mechanism of the engine and those pertaining to its commercial utility, or reasons why the patron should buy it, were so interblended.

As a rule, the engineer stated, the technical engineer or mechanic knew but little about the commercial side of the engine, while the average salesman did not delve deeply into the knowledge possessed by the engineer or mechanic.

Here, in the document prepared by a student of

the science of analyzing any and all things, was an analysis which blended the technical knowledge of the article to be sold with knowledge concerning its service-rendering power to its purchaser, which was most gratifying.

One of our objects in relating the above incident is to impress upon the student the following facts, namely:

First. The Leeds student arrived at a comprehensive knowledge of his business more speedily by means of having mastered the Science of Analysis than he could possibly have done by picking up that knowledge in the haphazard way.

Second. Having mastered the Science of Analysis, he could then master another business, should he for any reason change his vocation, much more quickly and thoroughly than he could without it.

Third. What he accomplished as to the Diesel engine, you—the student—can accomplish concerning your business, no matter what that business may be.

The average man, even the veteran and the fairly successful man, does not do this. There are but few true masters of the third primary law, which, stated in its simplest possible language, is: **Know your business.**

Know your business. A successful banker, one who had risen from the ranks as a poor boy but who when the author interviewed him was the

president of a bank and a man of influence, states that one of the greatest difficulties in the banking world is to get bank clerks to study the banking business.

The average clerk, according to this banker's statement, takes but little interest in the banking business as a whole. He comes to his desk in the morning, does his work in a mechanical and perfunctory sort of way, quits promptly on time and rarely, if ever, seems to give any thought to or seeks to learn the larger and more general problems of banking outside of his own special work.

There are exceptions, of course, but the above is undoubtedly the rule in the banking world, and the banking business is no exception to the general condition of things.

There are relatively few natural analysts in any calling—men and women whose minds tend to dissect the business in which they are engaged, and then to master each of the parts which together make up the whole.

Those who do so are the notable and noble exceptions to the general rule, who eventually come to bring their lives into alignment with Nature's third primary law of the successful life:

Other things being equal, the power of the individual to render permanently satisfactory Service varies directly with his knowledge of his business.

In our next chapter we shall define analysis and consider it as an essential ingredient in the art of persuasion, which is salesmanship in the abstract.

Summary

First. The third primary law is: The power of the individual to render permanently satisfactory Service varies directly with his knowledge of his business.

Second. The Science of Business does not teach the technique of any given business.

Third. This Science deals with general principles and the universal laws underlying the successful conduct of every business.

Fourth. The mastery of these principles and laws is the pathway to mastery of the technique of one's own vocation.

Fifth. The gateway to exact and complete knowledge of anything, including one's business, is analysis.

Sixth. The third primary law stated in the simplest terms is: **Know your business.**

CHAPTER II

ANALYSIS AND THE ART OF PERSUASION

THE word "analysis" comes from the Greek roots *ἀνά* (up) and *λύειν* (to loose), and means literally "to loosen up, to unloose, to dissolve, to resolve into its elements."

Webster defines analysis as "a resolution of anything, whether an object of the senses or of the intellect, into its constituent or original elements." Thus, in chemistry, analysis is the separation by chemical processes of a compound substance into its constituents with a view to ascertaining either (1) what elements it contains, or (2) how much of each element is present. The former is called **qualitative analysis** and the latter **quantitative analysis**.

In logic, analysis is the tracing of things to their source and the resolving of knowledge into its original principles.

In mathematics, analysis is the resolving of problems by reducing the conditions that are in them to equations.

Our definition. In the Science of Business, analysis is the resolving of anything offered for sale, whether a concrete thing, or purely abstract, into its

constituent elements as to service-rendering power. Viewed in the broad light of the definition just given, the student will at once perceive that analysis is an implement he can use, no matter what he is doing, for the simple reason that every one engaged in useful effort is a salesman.

This fact is brought out clearly in Lesson One, and we need not dwell upon it at this point. It is to the student's interest, however, to see the fact with clearness that he, like every one else, must have a patron or patrons, and that the patronage secured must be profitable if he is to survive economically.

Unless he takes this view of things he is likely to underestimate the value to himself of the study of analysis, expression, logic, synthesis, and psychology, with which subjects the Science of Business will deal from this point on.

What we mean by "salesman." We shall frequently use the terms "salesman," "customer," "patron," and so on, as well as such terms as "party of the first part" and "party of the second part." The term salesman, as we use it, means everybody. It may as readily be the minister in the pulpit or the lawyer or barrister at the bar as the salesman in the specific sense of one who is a vendor of merchandise.

As we use the term, it may as easily mean an

individual seeking a position and hence attempting to sell his services as a commercial traveler soliciting business from a retail merchant. It may as readily mean the young man seeking the hand and pleading for the heart of the lady of his choice as the insurance salesman seeking to sell a policy. It may as readily mean the employer persuading or convincing his employees concerning the wisdom of a new policy about to be put into effect as it may mean any negotiation or communication having to do with the direct work of transfer of property.

The employee doing his work from day to day is a persuader by reason of his deeds, even though not a word be spoken to the officials of the company to which he is selling his services.

Analysis in salesmanship. The employee who is an analyst and who has applied the laws of analysis to the **deed** element in persuasion—to say nothing of the matter of communication through language—will make his work eloquent in Quality and Quantity, in contrast with those who have not done so.

In short, the laws of analysis are of practicable value in each and every niche of the world's work and can profitably be applied everywhere and all the time.

The practicable value of analysis in salesmanship lies largely in its relationship to **persuasion**.

The essence of the concept **salesmanship**, when that word stands alone, representing an abstract and universal principle, is persuasion.

Salesmanship *per se* may be said to be the art of persuading people to purchase one's product at a profit. As such, it is an essential ingredient in the first step essential for securing patronage, namely, getting it, and analysis is a most potent element in effective persuasion.

Constructive salesmanship is the lifeblood of successful human activity. Broadly speaking, it enters into the success problem in all of life's relationships.

Persuasion is the power of constructive influence; it is one's power to lead others to think as he thinks, to believe as he believes, to feel as he feels, and therefore to have others act as he would have them act.

The unemployed—the individual who is out of work, seeking a position—is a salesman seeking to do one thing, namely: to persuade a patron to purchase his product.

When positions are difficult to secure there is almost as much difference in the art of men to market their services as there is among merchants in the matter of marketing their wares. One will remain without a position for a much longer period of time than another.

Other things being equal, the power of men and of institutions varies directly with their persuasive power—their power of persuasion—their power of constructive influence.

This is a basic law of life.

Man persuades through self-expression, and, as we have previously seen, he expresses himself chiefly in two ways: (1) by deeds, and (2) by words. Efficient deed doing plus efficient word speaking equals **efficient persuasion**.

Kinds of persuasion. Persuasion may be either (1) direct, or (2) indirect. Under the heading of direct persuasion come the words and deeds of the one who persuades patrons—the seller or marketer of the product, be that product merchandise, services, or what not. Under this heading come also advertising—the direct appeal by the spoken word of the persuader to the patron—the display of wares, and so on.

Under the heading of indirect persuasion come the social meeting at the club or in the home, the kind words of others, the favorable recommendations of those who are already patrons to others who may become such, and so on. Again, the indirect appeals resulting in the persuasion of the patron may be the words and deeds of the persuader himself.

Examples of indirect persuasion. A minister of

the gospel was visiting a city far away from his own charge. He was not consciously seeking a new charge.

He was invited to fill a certain pulpit. He preached a great sermon. The members of the congregation listened. He, of course, said not one word about preaching regularly for those who were listening to him. But having heard him they were persuaded that they would like to hear him every Sunday. As a result he received a call at a much higher salary than he was receiving in his home charge.

This man was an analyst. His sermons were permeated with points—points—points, rather than being simply a flow of words. Had he not been an effective analyst, he probably would not have received the call.

Again, a young man went to work for a certain large corporation. He served his employers with might and main. He was drawing a much smaller salary than many of his fellow employees, but he didn't mind that; he was learning. He worked the regular nine hours a day at the office, and then went home to his room and worked oftentimes far into the night.

While many of his fellow employees were out having what they called "a good time," he was writing circulars, formulating plans to promote sales, and doing similar work.

He kept this up month after month. He did not even think of such a thing as extra pay. He was not thinking of what was going to happen to himself on account of all this. He was figuring how he could best serve his employers.

The result was this, that there came a time when a vacancy occurred in a high position. The company was already **persuaded**, by the deeds of this young man, that he was the right man for the place. They found him and placed him in the high position, because the young man had indirectly persuaded them to give him the position. He had persuaded them through the service he had rendered.

Of the two forms of persuasion, the indirect is often the more potent appeal.

Persuasion in the professions. The professional man is, according to the ethics of his profession, largely limited to the method of indirect persuasion in the getting of initial patrons. He must therefore mix in the right way with the right people; he must get acquainted.

In this way finally the young lawyer starting out for himself gets his first case. Some one who knows him, as a rule, trusts him with a case.

He prepares himself carefully for the ordeal. He makes good. Some one else either hears him at the trial or hears from others of his success. He is persuaded, without one direct word from the lawyer

asking for his patronage, to become a patron of that lawyer.

Thus do his clients grow in number and patrons multiply through indirect persuasion.

Direct persuasion in the commercial world. In the commercial world it is different. There those engaged in trade are supposed to advertise and solicit patrons through the direct method of persuasion.

In trade there is nothing unethical in direct persuasion. Indeed, it is essential to commercial success, and entirely honorable so long as ethically conducted,—so long as carried on in the light of the law of mutual benefit and in such a way as to obtain and retain both confidence and satisfaction.

From all this it is plain that an essential element in securing patronage is persuasion, and persuasion as applied to securing patronage is **salesmanship**,—the art of persuading patrons to purchase product at a profit.

We have referred to salesmanship in the sense of persuasion as the lifeblood of the body economic. Without it the body of business cannot build.

It is in many cases the essential starting-point of securing patronage which would otherwise not be obtained.

There are many lawyers who have studied diligently and know the law thoroughly, but who are failures at the bar because they lack this power of

personal influence. They fail to persuade the court and jury, and therefore they fail to persuade others to let them handle their business.

The preacher might know the Bible by heart, and even be an earnest Christian, but if he lacks the power of persuasion he will never become a great success in the pulpit.

The salesman must know his goods in order to be the best possible salesman, but even if he knows all there is to be known about his goods, yet lacks the power to persuade, he will fail as a salesman, for he will fail to get patrons started to give their patronage.

In the light of the above facts it is evident that but few problems confront the candidate for mastery in efficiency which are more important than a mastery of the Science of Analysis,—the science of resolving anything offered for sale, whether an objective thing or purely abstract, into its constituent elements as to service-rendering power.

Analysis and logic. Analysis and the other sciences related to it and to persuasion have long played their all-important part in the learned professions.

Analysis is intimately related to the venerable science of **logic**. The lawyer unschooled in the principles of logic though an artist in the application of the principles of analysis and synthesis, or who is deficient in **expression**, would be poorly

equipped indeed to meet either the judge or the jury.

The same is true of the minister in the pulpit.

The essence of the efficiency of the physician lies in his power of correct diagnosis,—the analysis of cause and effect of physical disease.

All too long the professions recognized as learned have had a monopoly of the knowledge of such sciences as logic and its related sciences of analysis and synthesis, and of expression, or the art of effective speech.

Business, in the sense of commerce, is fast rising to the dignity of a profession. He who would survive in the battle for business in the years just ahead must be willing to pay the price of attaining mastership in at least the fundamentals of those sciences which have so vastly aided the followers of other professions.

Plan of study. From this milepost in our educational journey to its end, we shall be engaged in a study of the fundamental principles of the following sciences:

1. Analysis, which will be studied in this lesson.
2. Expression, or the science of the effective use of language.
3. Logic, or the science of generalization, judgment, classification, reasoning, and systematic arrangement.

4. Synthesis, or the science of properly putting things together.
5. Applied psychology, or the laws of the human mind as related to mental agreement, or the art of getting the mind of the party of the second part to meet the mind of the party of the first part.

Among them all, however, we shall find none of greater importance than the branch of science now under consideration: namely, analysis.

Four subjects of analysis. There are four things or subjects which every one engaged either as a wholesaler, retailer, specialty salesman, or promoter should analyze. Indeed, he must analyze them if he is to attain the highest possible degree of success.

What we say of the four general classes of people engaged in commerce may be said with equal force of those engaged in the professions or in any other line of life's endeavors.

But, as before stated, we are singling out the much neglected vocation of commerce to be used as an example of the principles we are seeking to demonstrate.

The four subjects for analysis to which we have referred are as follows:

1. The business as a whole in which one is engaged.
2. The individual himself who is engaged in the business.

3. The thing which he is offering to the public.
4. His field of operation.

In our next chapter we shall consider the method employed by analysis,—that is to say, the manner in which anything is analyzed,—after which we shall take up the four classes of things above enumerated and apply the method to the analysis of each and in the order named.

Summary

X **First.** Analysis consists in resolving into its constituent elements any object of sense or of thought which is offered for sale.

Second. Every one engaged in useful effort is a salesman.

Third. The practical value of analysis in salesmanship is in its relationship to the art of persuasion.

Fourth. While salesmanship involves the power to serve to the end of satisfaction and profit of both parties to the transaction, it is *per se* the “art of persuading people to purchase one’s product at a profit.”

Fifth. Persuasion is the power of constructive influence; it is that thorough advising and urging which leads the other man to think, to feel, and to act as one would have him think, feel, and act.

Sixth. Man persuades through self-expression, mainly by deeds and words.

Seventh. Persuasion may be direct or indirect. In the professions indirect persuasion is chiefly employed; the commercial world properly uses direct persuasion chiefly.

Eighth. The study and application of analysis, expression, logic, synthesis, and psychology are fast raising commerce to the rank of a true profession—a science practiced.

Ninth. The four subjects which every salesman should analyze are: (1) the business as a whole; (2) the man himself; (3) the thing offered for sale; (4) the field of operation. X

CHAPTER III

METHOD OF ANALYSIS

ALL great things are simple. This is true of analysis itself. When as to method it is resolved to its ultimate, it is found to be the one problem of asking intelligent questions and finding the correct answers to them.

Its object being to arrive at fundamental facts, its questions must needs be fundamental. Its scope being inclusive or all-embracing, the questions it asks require in their answers the sum of known facts related to the questions asked.

Then, since analysis resolves itself into so simple a problem as the asking of questions, why study a science in order to analyze?

Some one has said that any fool can ask questions, but the same authority has added that it takes a wise man to answer them. It is sometimes even stated this way, that a fool can ask questions which a wise man cannot answer.

Analysis the asking and answering of questions. Analysis involves both the asking of intelligent, basic, fundamental questions and the answering of them, neither of which a fool can do.

The basic reason why scientific analysis, which

is really organized or systematic questioning, is essential to mastery of one's business lies in the fact that we all need, or are materially assisted by, a track to run upon in the finding of generic or fundamental questions which compel thought.

Questions tend to focus the thoughts, both of him who asks them and of him to whom the questions are put.

In the case of one analyzing his own product, or whatever the subject matter of the thing he is preparing to communicate about to others, he is largely both the questioner and the one questioned.

As the one questioned, he may be obliged to seek and find many to whom he can put questions and to consult various written authorities before he has found satisfactory answers to all the questions he will ask himself concerning the thing being analyzed, when guided by the system of analysis outlined by the Science of Business. He should, however, find as many answers as he can by means of his own individual research work.

In our last chapter we stated that there are four things which every candidate for mastership should analyze:

1. The business as a whole in which he is engaged.
2. Himself as an individual.
3. The particular thing he is offering for sale.
4. His field of operation.

Facts applicable to every business. Before submitting the list of general questions for the analyst to ask himself concerning his business as a whole, the Science of Business hereby submits a series of general facts which apply to every business,—wholesale, retail, specialty, or promotion.

Indeed, they apply to every individual and to every professional house as well as to the four classes of commercial houses. They are as follows:

First. Every business house is in reality but one salesman. This is the corporate or firm entity, the composite salesman, the house as a whole.

Second. Its personality is a composite thing. It is made up of the sum of the personalities of every one on the payroll.

Third. The object of its commercial existence is the securing of progressively profitable patronage.

Fourth. Its profits depend ultimately upon what may be termed the **business economy** of the institution.

Fifth. Business Science does not use the term "economy" in this connection in the sense of saving alone, but rather in the sense that political economy is used, as applied to nations.

One of the standard definitions of political economy is as follows: "That branch of political science or philosophy which treats of the sources and methods of the production and conservation of the material wealth of nations."

In an analogous sense, business economy is that branch of science or philosophy which treats of the sources and methods of the production and conservation of the material wealth of individuals and of business institutions.

Sixth. In any composite salesman or business house as a whole, business economy functions in four ways, or rather through four channels. That is to say, all its activities fall under four general headings or departments:

- (a) The general administration or executive department.
- (b) The finance department.
- (c) The purchasing or providing department.
- (d) The selling department.

Seventh. The efforts of any given individual from an economic standpoint may be classified under these same four headings:

- (a) He must be a good executive or manager of himself.
- (b) He must rightly finance himself and his personal affairs.
- (c) He must provide the right goods in the way of personal effort or merchandise to be disposed of.
- (d) He must find a patron or patrons and secure from them profitable patronage for the product of which he is disposing.

Eighth. The general administrative or executive department of any business institution centers in its

chief executive, called, in America, the president, and in the British Empire the managing director.

The province of the chief executive is fundamentally threefold:

- (a) He must organize.
- (b) He must deputize.
- (c) He must supervise.

Or, to put it another way, this threefold problem is:

- (a) Organization.
- (b) Deputization.
- (c) Supervision.

The chief executive has as members of his cabinet his fellow officials, generally a vice president and treasurer and a secretary and a board of directors of greater or lesser number according to the provisions of the corporation's by-laws, which board is usually made up of the officers of the company with the addition of others not holding the above-named offices.

In the administration of the affairs of large concerns there is often also a general manager, and under him a business manager, who may or may not be members of the inner circle of the administrative department.

Ninth. Through those constituting the general administrative or executive department the policies of the company are mapped out, its affairs directed, and all its departments and subdepartments articulated and made to harmonize, through the three

principles of organization, deputization, and supervision.

Tenth. The second grand division of every business is the finance department.

Finance is defined as **the science of raising and disbursing funds**. This, as applied to a business institution, is a highly important department. It requires capital to conduct any business—much of it as a rule—before any new money in the way of profits can be made.

Under this general department, as subdivisions come the credit department, the accounting department, and other similar activities.

Eleventh. The producing or providing department. Under this head comes the department which makes the product, in the producing or manufacturing hemisphere of the business world, for the buying department in the distributing—that is, the wholesale and the retail—hemisphere.

Twelfth. The sales department. The function of the selling or sales department is that of disposing of the firm's product to the buying public.

The diagram on page 34 represents the four departments above enumerated.

At this point it is well for the student-analyst to ask himself this question: Why does the executive department administer, the finance department finance, the producing department make, or the buyers buy for the wholesale or retail house?

There is but one answer, namely, that finally Service may be rendered to the public with the goods of the institution. It goes without saying,

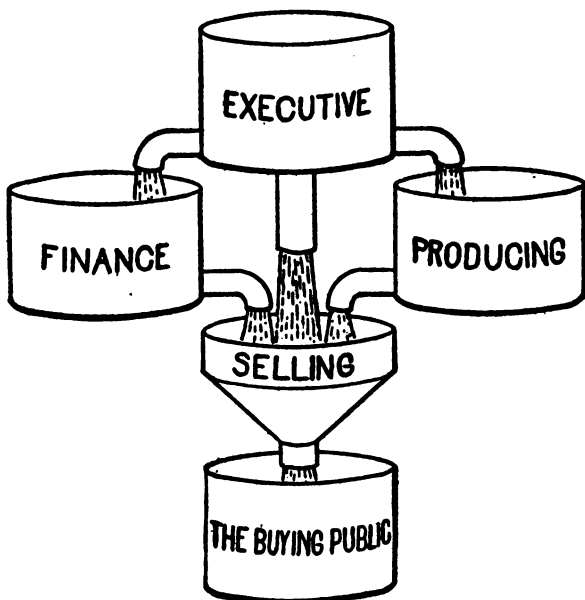


Fig. 1

of course, that this Service must be rendered at a profit to the seller.

From all this it is plain that in the land of commerce, on the continent of trade, all roads lead to

the sale. The sales department is in fact the final funnel through which all of the efforts of any institution flow out to the world.

All departments of a business interdependent. The point of contact between institution and individual in the business world is the **sale**. It is there that the buyer and the seller meet. It is there that profits are finally realized if at all.

It is also important that the student-analyst at this point in his studies perceive with clearness the fact of the interdependence of all the departments of the business.

Profit making does not depend upon the efficiency of the sales department alone. The sales department might be one hundred per cent efficient, if such a thing were possible, and still, through bad general administration or bad financing or inefficient producing or buying, the securing of progressively profitable patronage might be made impossible.

In commerce, any one department of a business house is neither independent nor dependent. The four grand divisions or departments of the business are interdependent; each is a necessary part of the whole. Just as certainly as no chain is stronger than its weakest link, so is the institution no stronger than its weakest grand division.

Each of the grand divisions must be strong by reason of the fact that the institution itself as a

whole is the salesman. It is the combined efforts of all the departments which make the securing of progressively profitable patronage possible.

The legal entity, the corporate being, the business institution itself, is the salesman of its product. Every thought, every word, every deed of every one connected with the composite salesman, from porter up to president, has a bearing upon the sales and therefore upon the profits of the institution.

If, then, any given institution in the whole realm of trade would exercise the art of securing progressively profitable patronage it must look well to every department of its business, and just as the strength or the efficiency of the institution as a whole is the sum of the efficiency of its four grand divisions, so the efficiency of any one department is the sum of the efficiency of the individuals engaged in the service of that department.

Careful thought directed to the facts above enumerated cannot help but impress upon one the importance of the law of interdependence.

As we examine into conditions as they prevail, we see that all too frequently this point is not clearly understood.

In many establishments it is found that the chief executive seems to think that he is about all there is to the concern. And again, we often find that the man or men who furnish the money, or even some men who have furnished only a very small part of

the total amount of money required, feel that they are the dominating factor and practically all there is to the house.

Again, in many factories, as one goes about among the benches and machines, he will find that fully two-thirds of the operatives insist that they

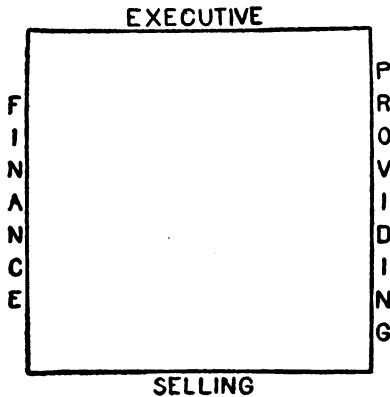


Fig. 2

are the real producers of wealth, and that all the other departments of the institution are merely parasites.

As to the sales department, there is a very marked tendency oftentimes to puff out chests and insist that all the rest of the crowd would starve to

death if it were not for the salesman, in the technical sense of that term.

In one sense each department is correct in its view of its own importance, but in a large sense each is wrong. All are parts of one whole, and each is a necessary part. In proportion as any one

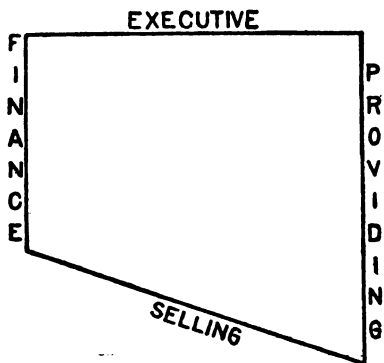


Fig. 3

of these functions lags, the whole institution suffers.

We may well consider them as the four equal sides of a square, as in diagram, page 37.

It will readily be seen that as any one or more sides shorten, the figure becomes misshapen and it grows smaller, as in Fig. 3.

With the above facts before the student concerning the composite salesman or institution as a whole, we are now ready to begin our series of questions which the analyst should ask himself concerning the business in which he is engaged, as a whole, to the end of resolving it to its constituent elements from the viewpoint of service-rendering power.

Summary

First. Analysis analyzed resolves itself into asking pertinent questions, and finding the answers.

Second. We all need a track to run upon in finding fundamental questions which compel thought. Analysis furnishes the track.

Third. There are certain general facts which apply to every business:

1. Every business house is a composite salesman.
2. Its personality is made up of the sum of the personalities of every one on the payroll.
3. The object of its existence is the securing of progressively profitable patronage.
4. Its ultimate profits depend upon business economy.
5. Business economy has to do with the sources and methods of production of the material wealth of individuals and of business institutions.
6. In any business house as a whole, business

economy functions through four channels,—the execution, finance, purchasing, and selling departments.

7. The same four headings apply to the useful efforts of the individual. He must be a good manager of himself; finance himself; provide the right things, services, or goods to market; and secure profitable patronage for his product.
8. The chief executive of any business has a threefold office: he must organize, deputize, and supervise.
9. Through the executive department the policies of the house are adopted, directions given, and work of all departments supervised.
10. The finance department concerned with the raising and disbursing of funds is engaged with credits, collections, accounting, and similar activities.
11. The producing department makes or furnishes the product.
12. The sales department disposes of the product to the buying public.

Fourth. All these departments function for one purpose,—that the buying public may be served with the goods of the institution at a profit.

Fifth. The point of contact between the institution and the buying public is the **sale**.

Sixth. Profit making by the institution does not depend alone upon the efficiency of the sales department.

Seventh. All departments of a business house are interdependent.

Eighth. It is wise business economy expressed in Quality, Quantity, and Mode of Conduct in each department, and by every individual, that makes possible the securing of permanently profitable patronage.

CHAPTER IV

ANALYSIS OF THE BUSINESS AS A WHOLE

FIRST of all, the scientific analyst provides himself with a goodly supply of pasteboard cards suitable for cabinet filing. A convenient size is four by six inches. If possible, he should also provide himself with a card index in which to keep the cards.

He numbers the guide cards 1, 2, 3, etc. Eventually, he will have many cards under the headings of some of the numbers. Some go so far as to have variously numbered cards in different colors. This is good, although not essential.

The following series of questions is for the use of any one connected with the business, whether employer or employee. It has been made of sufficient scope to include both.

There may be some questions the answers to which would be knowledge properly in possession of the officials of the house only. Judgment will of course be exercised in this matter.

The following questions are propounded. It is important that the student bear in mind that not more than one question and answer be put on one card, no matter how brief the question and the

answer may be. If in order to do justice to any given question more space is required than that furnished by a four by six inch card, both sides of the card may be utilized, and if necessary one or more additional cards may be used and fastened together with a clip or rivet fastener.

Question No. 1. Am I an employer or an employee?

The old-fashioned employer would doubtless make but one and a very brief answer to this question: namely, **An employer.**

But the thoughtful modern employer would make at least two answers, somewhat as follows:

1. In my relationships with all the members of my organization except the officers and directors I am an employer.
2. In my relationships with the company itself I am an employee.

The thoughtless, old-time employee would probably make but one answer to the above question: namely, **I am an employee.**

But the modern, thoughtful analyst would probably make at least two answers to the above question, somewhat as follows:

1. Primarily I am an employee.
2. In a broad sense I am in business for myself. I am manufacturing goods and selling them. The better the quality of my goods and the

greater the quantity, and the better my mode of conduct in delivering the goods I manufacture, the more successful will I be as a manufacturer of Service.

Initiative must be used in connection with this first question, and with all the rest of the questions asked. It is not the purpose of Business Science to ask and answer the questions. It is rather to give the student a systematic series of fundamental questions which he is to ask himself and to which he must find the answers.

The few answers which we shall give from time to time, it must be understood, are but to serve as examples and as being suggestive. It is a splendid mental exercise for each student to think, and think very seriously, as to how many truthful fundamental answers he can formulate in answer to each of the questions asked.

Question No. 2. What is this company with which I am associated?

The overly brief analyst would probably make but one answer to this question, somewhat as follows: It is a corporation, or It is a partnership, as the case may be.

The thoughtful and thorough analyst would formulate several answers. One object of minute analysis is to increase the number of concepts one has in his mind concerning his business. There is no better road to this than minute analysis.

The answers of the thoughtful and thorough

analyst to question No. 2 would include at least the following:

1. It is a corporation.
2. It is a legal entity.
3. It is an association of individuals banded together for a certain definite purpose.
4. It is a public servant, and so on.

Question No. 3. What is the purpose of this company? What is it for?

The average analyst of even five years ago would make but one answer to this question: namely, **To make money for the owners of it or of its capital stock.**

To-day many employers would make several answers, and among the rest the following:

1. To render valuable Service to those who want our product or who can be persuaded to see that what we have for sale will be useful to them.
2. To make a profit for those who render this Service.
3. To promote the happiness and general welfare of everybody connected with the company.
4. To bring to capital necessarily invested to further the business a reasonable return for the amount invested.
5. To place a premium on man power, and so on.

Question No. 4. How many departments has this

business as to general divisions, and how many subdivisions are there of each of the four grand divisions,—executive, finance, producing or providing, and sales division?

At this point the thorough-going analyst must give careful thought to each of the four natural functions of the business as a whole, as outlined in our preceding chapter.

Question No. 5. Is there room for further profitable subdivision or departmentization?

Question No. 6. Are all the grand divisions and subdivisions of them properly articulated and harmonized? If not, what changes can be made to advantage?

Question No. 7. How many people are engaged in the service of each grand division?

Question No. 8. How many people are engaged in the service of each subdivision of each of the four grand divisions?

Question No. 9. Is the number of people engaged in any of the four grand divisions or any of the subdivisions too many or not enough?

Question No. 10. What is each division costing?

Question No. 11. Is the cost of each grand division too high, or is it not high enough?

Question No. 12. Is the cost of any of the subdivision departments too high, or is it too low?

Question No. 13. What material have we as to man power in each department?

Question No. 14. How does each individual rate as to Ability, Reliability, Endurance, and Action, as manifested in discrimination, ethics, accuracy, and speed? (For the chief executive): Have I a report of the kind just indicated from the head of each department; and if not, why not?

At this point the following incident will prove of interest to the student. The author of this Science in the course of his travels met a certain capitalist who in addition to being president of a large insurance company was extensively interested in several industrial plants throughout New England.

This gentleman and the author were together as fellow passengers one whole day. In the course of their association an opportunity was afforded for a thorough explanation of the AREA Philosophy.

Later, the capitalist assembled the heads of all departments, not alone of the insurance company of which he was president but of each of the industrial companies which he was financing and with the management of which he had much to do, and invited the author to address them.

On that occasion he stated to his men that while he was a graduate of the university at Montreal and took post-graduate work at Oxford University, where he studied under some of the greatest teachers in England, he had learned more from a study

of the AREA Philosophy that was practicable and usable in the way of measuring men and handling them than he had learned from all his studies in schools, colleges, and universities.

He stated further that while he had taken courses in psychology and philosophy, he had never known before how to take a complete and inclusive inventory of the attributes of the individual and to determine his efficiency measurement with accuracy.

He mentioned that he was now taking the measure of every man who was then present, by means of the four questions: How does he rate (1) as to Ability, (2) as to Reliability, (3) as to Endurance, (4) as to Action?

The capitalist turned to the auditor of the company and said to him: "Only the other day I had you 'up on the carpet.' You didn't know it, and in fact were not here. I asked myself the question, 'How is Auditor Jones as to Ability? Has he the intellectual capacity to fill the position of auditor? Does he sense conditions readily, and is his judgment good? Does he exercise wise discrimination?' My answer was, 'Yes, Mr. Jones has good Ability.'

"I then asked myself the question, 'How is Auditor Jones as to Reliability? Can I trust him? Is his word good? Can I bank upon his reports not being falsified in any way? How is his moral character—is he ethical as to mode of conduct?' My answer was, 'Yes, Jones is O. K. on Reliability.'

"I then asked myself, 'How is Jones as to Endurance? Has he the necessary power of sustained effort? How is his health—can he stand the strain of business? Is he at his post of duty regularly, or frequently away on account of sickness? Has he the necessary health to enable him to do his work thoroughly and accurately?' My answer was, 'Yes, Mr. Jones is O. K. as to Endurance.'

"I then asked myself, 'How is Auditor Jones as to Action? Does he get his work out promptly? Are his reports out on time at the first of each month? How is he as to speed in the execution of things? Does he decide to do things and then act, without forever putting it off?' Again my answer was, 'Yes, Jones is all right as to Action.'

"I then knew that you, Auditor Jones, were all right as auditor for this company, for the simple reason that the Ability plus Reliability plus Endurance plus Action measurement is an inclusive one. It includes all there is of the individual."

The capitalist then added: "I am taking a similar measurement of each head of a department, and would like to have each of you (referring to the gentlemen present, each of whom was at the head of an important division of the various companies represented) measure each of the people in your respective departments in the same way, and give me a condensed report on each."

This gentleman then went on to state that he knew from his general study of psychology and

philosophy that the Science of Business is sound in its divisions of man power into the four classes—intellectual, emotive, physical, and volitional; but that never until he studied the AREA Philosophy had it been pointed out to him, neither had it occurred to him, that these four kinds of power function in ability, reliability, endurance, and action, manifesting in discrimination, ethics, accuracy, and speed. Nor had it occurred to him that these characteristics form an inclusive standard for the gauging or measurement of the efficiency of the individual.

Question No. 15. How is the Mode of Conduct element in our Service, aside from the goods themselves? What are we doing for our customers to bind them to us with the bond of satisfaction?

Question No. 16. Are there any things which we are not now doing but which it is commercially feasible for us to do? If so, what?

(The answer to Questions No. 15 and No. 16—especially the latter—may require several cards.)

Question No. 17. What can I say as to the history of our company?

- (a) When was it started?
- (b) How many years has it existed?
- (c) How much business did it do the first year?
- (d) How much during the last fiscal year?
- (e) What is its average business per year?
- (f) What standard have we made or what

mark has been set to reach for the present fiscal year?

(g) How much for the next year succeeding this one?

Question No. 18. What can I say as to the genuineness or real worth of the purpose of our company as a whole? Is it good?

Question No. 19. What is its comparative value as to service-rendering power as compared with rival companies?

Question No. 20. Are we handling too many articles?

Question No. 21. Are we handling too few articles; or, in other words, can other articles or other lines be added to advantage?

Each department, where there are several selling departments or manufacturing and buying departments, should be analyzed in the light of Questions No. 20 and No. 21. Careful analysis may reveal the fact that certain articles are being duplicated without an increase of service-rendering power of the institution.

For example, a student recently informed us that in the light of a similar analysis to the one just suggested he analyzed the stationery department of his firm's business and found that it was carrying six different makes of fountain pens. An analysis of each article, on the system which will be provided in a later chapter, revealed the fact that every

point of usefulness concerning fountain pens was embodied in four makes. The firm immediately eliminated two of the lines of fountain pens they were handling, and were still able to render just as good service to the public.

They followed this by a minute analysis of each of the four lines they retained, each salesman in the stationery department perfected a selling talk on each of the four, and the joint result of all this effort was a radical and eminently satisfactory increase in the sale of fountain pens, and a greatly increased profit.

The above series of twenty-one questions concerning any business as a whole, when studied in conjunction with the analysis of each article or service offered to the public, will, it is believed, prove sufficiently comprehensive to enable the analyst to resolve the business as a whole into its fundamentals as to service-rendering power.

A chart would display the above analysis as follows:

Analysis of a Business as a Whole

1. Am I an employer or an employee?
 - (a) In respect to the company, an employee.
 - (b) In respect to all members of the organization except the officers, an employer;
or
 - (a) An employee of the company.
 - (b) In business for myself selling my services.

2. What is this company?
 - (a) A corporation.
 - (b) A legal entity.
 - (c) An association of individuals having a common purpose.
 - (d) A public servant, etc.
3. What is the purpose of this company?
 - (a) To render valuable Service to the buying public.
 - (b) To make a profit for those who serve.
 - (c) To promote the welfare and happiness of all its members.
 - (d) To bring to the capital invested a reasonable return.
 - (e) To place a premium on man power, etc.
4. How many grand divisions has this company?
 - (a) Executive.
 - (b) Finance.
 - (c) Producing.
 - (d) Sales.
5. What are the subdivisions of each of the grand divisions?

Executive.

{ a
b

Finance.

{ a
b
c
d

Producing.

{ a
b
c
d

Sales.

{ a
b
c, etc.

6. What changes can be made to advantage in any department or subdivision?
7. How many people engaged in each grand division?
 - (a) Men.
 - (b) Women.
8. How many people in each subdivision?
 - (a) Men.
 - (b) Women.
 - (c) Minors.
9. Are there too many or not enough employees?
 - (a) Men.
 - (b) Women.
 - (c) Minors.
10. What is the cost of each division?

(a) Executive.	{ a b	Totals.
(b) Finance.	{ a b c d	
(c) Producing.	{ a b c d	
(d) Sales.	{ a b c	Final.
11. Is cost of any grand division too high, or is it not high enough? Why? How adjusted?
12. Is cost of any subdivision too high, or is it too low? Why? How adjusted?
13. What is the man power in each department?
 - (a) Maximum.
 - (b) Average.
 - (c) Deficient.

-
14. How does each individual rate as to A R E A, as shown in discrimination, ethics, accuracy, speed?
Names of employees.
Percentages marked on scale of 100 per cent.
 15. (a) How is mode of conduct in our service?
(b) What in particular are we doing to bind our customers with bonds of satisfaction?
 16. Are we omitting to do anything commercially feasible for us to do?
Suggestions as to
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
 17. History of the company.
 - (a) When organized.
 - (b) By whom organized.
 - (c) How long in business.
 - (d) Volume of business first year.
 - (e) Volume of business last year.
 - (f) Average business per year.
 - (g) What standard is set for current year?
 18. The genuineness and real worth of our purpose as a business organization.
 - (a) In respect to goods.
 - (b) In respect to service.
 - (c) In respect to employee.
 - (d) In respect to the public, etc.
 19. Comparative value of our organization in relation to rival companies.
 - (a) Cost of management.
 - (b) Cost of production.

(c) Cost of distributing.

Shown by comparative growth, new customers, retention of trade, etc.

(d) Service-rendering power.

20. Are we handling too many articles?

21. Can other articles or lines be advantageously added?

In our next chapter we shall submit a series of questions by means of which each individual connected with any given institution may analyze himself.

CHAPTER V

ANALYSIS OF THE INDIVIDUAL IN BUSINESS

THERE is one article which every one in the world engaged in useful effort is selling: namely, his personal work, his human effort, in a word, his services, his usefulness.

Quite naturally he—the individual—is the source of the service or usefulness rendered, and the analysis of these particular goods involves the question of self-analysis.

A system for minute self-analysis is valuable from every standpoint, and notably among the rest (1) as a means of improving one's service-rendering power in his present position, and (2) in event of seeking another position.

A common error is the belief that promotion should be regulated largely by length of time employed.

This is true, provided "other things are equal." But the true test for deserved promotion lies in fitness for position and real service-rendering power as reflected in right Quality of work done, plus right Quantity of it, plus right Mode of Conduct.

The following questions, when asked and honestly answered, will enable the analyst to see himself and his work to a degree at least as others see him and his usefulness.

Question No. 1. What am I?

The thoughtless or careless analyst, and notably should he chance to be one who has not studied the Science of Man Building, would probably answer this question very briefly and with but one answer.

If a man, the probabilities are the answer would be: **I am a man.** If a woman: **I am a woman.**

The scientific analyst of self would give many interesting answers under the heading of this question, as for instance:

1. I am an individual with the following basic possessions:
 - (a) An intellect.
 - (b) Sensibilities.
 - (c) A body.
 - (d) Power of volition.
2. I am a human will, and as an entity possess four kinds of man power:
 - (a) Intellectual.
 - (b) Emotive.
 - (c) Physical.
 - (d) Volitional.

Question No. 2. What is the object of my existence? In other words, what am I here for?

The thoughtless analyst would probably answer this about as follows: **To make a living, or To make money.**

The scientific analyst could easily frame several most interesting answers to this question, as for instance:

1. To render satisfactory Service.
2. To fulfill all my duties and obligations as an individual unit in society.
3. To attain progressively the realization of a worthy ideal.

Question No. 3. As to power, how many kinds have I?

Question No. 4. What are the parts or natural divisions of my intellectual power?

Question No. 5. What is the nature and use of my thinking power?

Question No. 6. What is the nature and use of my power to remember?

Question No. 7. What is the nature and use of my power to imagine?

Question No. 8. What is the structure or mental mechanism of:

- (a) My power to think.
- (b) My power to remember.
- (c) My power to imagine.

Question No. 9. What constructive elements are needed as far as the feelings are concerned in order to make me reliable?

Question No. 10. What is the nature and use of each of these emotive elements?

Question No. 11. How many functions do I perform with my power of volition?

Question No. 12. What is the nature and use of each of these functions?

Question No. 13. What do I know about my physical body?

Question No. 14. What is the general nature of it, and what use does it subserve?

Question No. 15. Is it a natural or an acquired possession?

Question No. 16. What can I say as to its mechanism or structure?

Question No. 17. How does it rank with man-made inventions as to delicacy and wonder of mechanism?

Question No. 18. What can I say as to the state of perfection, in present condition, of my intellectual powers?

Question No. 19. The same question as to emotive powers.

Question No. 20. The same as to volitional.

Question No. 21. The same as to physical.

Question No. 22. What can I say as to my service-rendering power in general?

Question No. 23. How can I improve (a) the Quality of my work, (b) the Quantity of it, and (c) my Mode of Conduct?

Question No. 24. What am I doing now to improve these three elements?

Question No. 25. What will an inventory or complete list of my habits disclose?

Question No. 26. Which of these are constructive and which are destructive?

Question No. 27. Am I a good judge of human nature? If not, where do I fall short, and how can I improve myself in this particular?

Question No. 28. Am I good at finding customers or patrons?

Question No. 29. Am I a quitter or a stayer?

Question No. 30. How does my work rate as to need of supervision?

Question No. 31. What are my most serious errors?

Question No. 32. Are my errors mostly those of omission or commission?

Question No. 33. How can I improve in this regard?

Question No. 34. How do I rate as to my application of the law of growth: namely, nourishment and use of my constructive attributes?

Question No. 35. Am I taking good care of the possessions which Nature gave me?

Question No. 36. What are my natural possessions?

Question No. 37. How do I rate as to ability?

(a) Do I sensate clearly?

- (b) Have I a rich fund of concepts concerning my business?
 - (c) Have I a good storehouse of general concepts representing knowledge outside of my own particular business?
 - (d) Are my judgments sound or false?
 - (e) How many kinds of false judgments are there, and to which kind am I most prone?
 - (f) Am I regulating my life by universal laws and principles?
 - (g) How do I rate as to wise discrimination?
- Question No. 38.** How do I rate as to reliability?
- (a) The spirit of Service?
 - (b) The feeling of responsibility?
 - (c) The feeling of faith?
 - (d) The feeling of courage?
 - (e) The feeling of temperance?
 - (f) The feeling of truth?
 - (g) The feeling of justice?
 - (h) The feeling of love?

Question No. 39. Am I ethical in all my conduct?

Question No. 40. How do I rate as to decision and action?

- (a) Do I make up my mind quickly and accurately, or do I keep putting things off?
- (b) Do I in the majority of cases decide the right thing to do and the best way to do it?

- (c) Having so decided, do I do it without putting it off?
- (d) Do I persist in doing the right thing in the right way until a constructive habit is formed?

Question No. 41. How do I rate as to speed and accuracy?

Question No. 42. Am I sound physically from the soles of my feet to the top of my head?

- (a) Do I think right?
- (b) Do I breathe right?
- (c) Do I drink right?
- (d) Do I cleanse right?
- (e) Do I eat right?
- (f) Do I exercise right?
- (g) Do I rest right?

Question No. 43. Are my motives right?

Question No. 44. Are my services really valuable? If so, why? How many reasons can I give why they are a necessity?

Question No. 45. Am I adapted to the position I hold, or to the one which I seek? Why?

Question No. 46. What is my aim in life? What is the goal of my ambition?

Question No. 47. Am I seeking permanent happiness and taking the right means to attain it, or am I seeking temporary enjoyment?

Question No. 48. In which column shall I land at the age of sixty-five—shall I be among the fifty-

four per cent who are dependent, the thirty-six who are dead, the five who are still working hard, the four who are well off, or shall I be the one who is rich?

Question No. 49. How do I stand as a provider for my family?

Question No. 50. How does my efficiency rate as a citizen?

Question No. 51. What is my relationship as an individual to the company with which I am associated as a whole?

Question No. 52. To each grand division of it?

There are fifty-two questions propounded in the above self-quiz. There are fifty-two weeks in one year.

The self-analyst who will give an average of one week's consideration to each of the above questions during his odds and ends of time, which the vast majority so generally waste, will find that he has done a profitable year's work, provided he answers each of the questions honestly and then acts accordingly and keeps on acting to the end of enabling improved tendencies resulting from self-analysis to become fixed as habits.

The card system should be used in self-analysis, and each week the cabinet should be added to.

It is the custom of all our really thorough students to review the Science many times. The first

time over, one gets the examinations out of the way, and about the best that any one can do is to get a bird's-eye view of the Science as a whole during the course of his first mental journey through the twelve lessons.

Having finished the examinations, those of our students who get the truly great values begin a somewhat leisurely review, their purpose being the making of the Science an applied science in every way possible.

The above self-quiz will prove a great help in each general review. It is the earnest counsel of the author that the student keep it frequently before him and constantly in mind during his period of review.

Naturally, it is not expected by the School that answers to the above questions will be written out by the student and sent to the School at this point in his studies, neither is he under obligation to send his answers to the School at any time, although we would welcome the receipt of them, even though the student's period for taking advantage of the correspondence privilege may have expired.

As an educational institution we take a lasting interest in the growth and development of each and every one of our students, and it would be extremely interesting to the author of the Science

to receive at any time from any student the results of a self-analysis based upon the system outlined in the fifty-two preceding questions.

The following chart will show the generic questions and suggestions from which the above analysis is constructed.

Chart

The Individual

- | | | | | |
|--|---|---|---|---|
| 1. What am I? | { | 1. An individual having

2. A human will with fourfold power | { | 1. Intellect.
2. Sensibility.
3. Body.
4. Volition.

1. Intellectual.
2. Emotive.
3. Physical.
4. Volitional. |
| 2. What am I here for? | { | 1. To render satisfactory service.
2. To fulfill my obligation to society.
3. To attain progressively the realization of a worthy ideal. | { | |
| 3. What are the divisions of my intellectual powers? | { | 1. Power to think.
2. Power to remember.
3. Power to imagine. | { | |
| 4. What is the nature of my power to think?

What is its use? | { | 1. To sensate, form images, concepts, ideas, judgments, laws and principles through the faculty of perception.
2. The development of ability. | { | |
| 5. What is the nature of my power to remember?

What is its use? | { | 1. To receive, record, recall and recognize mental contents.
2. The conservation of Ability. | { | |
| 6. What is the nature of my power to imagine?

What is its use? | { | 1. The creative faculty by which new combinations are wrought out of the elements of experience.
2. Development of initiative.
3. New means for developing Ability. | { | |

- | | | | | | | | | | |
|---|--|---------------|--|------------|--|----------------------------------|--|--------------------------------------|--|
| 7. What constructive emotional elements are needed to make me reliable? | { 1. Spirit of Service.
2. Faith.
3. Responsibility.
4. Courage.
5. Temperance.
6. Truth.
7. Justice.
8. Love. | | | | | | | | |
| 8. What is the nature and use of each of these elements? | { 1. Each and all are complex feelings of a constructive nature.
2. Their use is the development of Reliability. | | | | | | | | |
| 9. How many functions has my power of volition? | { 1. Immanent volition—choice.
2. Emanant volition—action.
3. Permanent volition—repeated action. | | | | | | | | |
| 10. What do I know about my physical body? | <table border="0"> <tr> <td data-bbox="384 503 481 560">1. Its nature</td> <td data-bbox="616 503 777 602"> { 1. Color.
 2. Form.
 3. Size.
 4. Proportion.
 5. Composition. </td> </tr> <tr> <td data-bbox="384 644 450 686">2. Its use</td> <td data-bbox="616 609 832 721"> { 1. The informer of the intellect, the emotions, and the volition.
 2. The servant of the will. </td> </tr> <tr> <td data-bbox="384 749 574 798">3. A gift capable of development</td> <td data-bbox="616 735 832 812"> { 1. Through proper nourishment and use.
 2. Through discipline. </td> </tr> <tr> <td data-bbox="384 875 595 923">4. Delicate and intricate machine of</td> <td data-bbox="616 826 802 972"> { 1. Bone.
 2. Muscles.
 3. Tissue.
 4. Glands.
 5. Nerves.
 6. Veins.
 7. Arteries.
 8. Protective cells. </td> </tr> </table> | 1. Its nature | { 1. Color.
2. Form.
3. Size.
4. Proportion.
5. Composition. | 2. Its use | { 1. The informer of the intellect, the emotions, and the volition.
2. The servant of the will. | 3. A gift capable of development | { 1. Through proper nourishment and use.
2. Through discipline. | 4. Delicate and intricate machine of | { 1. Bone.
2. Muscles.
3. Tissue.
4. Glands.
5. Nerves.
6. Veins.
7. Arteries.
8. Protective cells. |
| 1. Its nature | { 1. Color.
2. Form.
3. Size.
4. Proportion.
5. Composition. | | | | | | | | |
| 2. Its use | { 1. The informer of the intellect, the emotions, and the volition.
2. The servant of the will. | | | | | | | | |
| 3. A gift capable of development | { 1. Through proper nourishment and use.
2. Through discipline. | | | | | | | | |
| 4. Delicate and intricate machine of | { 1. Bone.
2. Muscles.
3. Tissue.
4. Glands.
5. Nerves.
6. Veins.
7. Arteries.
8. Protective cells. | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| 11. What is present state of perfection of my | { 1. Intellectual powers?
2. Emotive powers?
3. Volitional powers?
4. Bodily powers? | | | | | | | | |
| 12. How can I improve my work as to | { 1. Quality?
2. Quantity?
3. Mode of Conduct? | | | | | | | | |
| 13. What am I now doing to improve these three elements? | { 1. As to intellect—Ability.
2. As to sensibilities—Reliability.
3. As to volition—Action.
4. As to body—Endurance. | | | | | | | | |

- | | | |
|--|---|--|
| 14. What are my habits? | { 1. Constructive
{ 2. Destructive | { 1.
{ 2.
{ 3.
{ 4.
{ 5. |
| 15. Am I a good judge of men? | { 1. As to Ability.
{ 2. As to Reliability.
{ 3. As to Endurance.
{ 4. As to Action. | |
| 16. How can I develop my ability to judge men? | { 1. Observation of types and temperaments.
{ 2. Observation of causes of failure and reasons for success as indicated by types.
{ 3. Associating with men.
{ 4. Cultivating the power of inference. | |
| 17. Am I good at finding customers? | { 1. In analyzing the field.
{ 2. In using imagination.
{ 3. In patience and perseverance. | |
| 18. How much supervision do I need? | { 1. Errors of omission
{ 2. Errors of commission | { 1.
{ 2.
{ 3.
{ 4.
{ 1.
{ 2.
{ 3.
{ 4. |
| 19. How can I improve? | { 1. By cultivating the constructive qualities. | |
| 20. What is my measure of ability? | { 1. Do I sense clearly?
{ 2. Have I a rich fund of concepts about my business?
{ 3. Have I a good store of concepts about business outside of my own line?
{ 4. Are my judgments sound?
{ 5. What are the false judgments to which I am most prone?
{ 6. Is my life regulated by laws and principles?
{ 7. Have I wise discrimination? | |
| 21. What is my reliability? | { 1. Have I the true spirit of Service?
{ 2. Responsibility?
{ 3. Faith?
{ 4. Courage?
{ 5. Temperance?
{ 6. Truth?
{ 7. Justice?
{ 8. Love? | |

-
- | | | |
|---|---|---|
| 22. What is my measure of decision and action? | { | 1. Prompt in decision?
2. Slow in decision?
3. Choose the right thing to do?
4. Act at once?
5. Procrastinate?
6. Persevere in doing until constructive habit is formed? |
| 23. How do I rate as to speed and accuracy? | { | 1.
2.
3. |
| 24. Am I sound physically and am I preserving health by | { | 1. Right thinking?
2. Right breathing?
3. Right drinking?
4. Right cleansing?
5. Right eating?
6. Right exercising?
7. Right resting? |
| 25. Are my services valuable? | { | 1. Why?
2. In what ways?
3. How made more so? |
| 26. What is my aim in life—the goal of my ambition? | { | 1.
2. |
| 27. How do I rate | { | 1. As a provider for my family?
2. As a citizen?
3. As a member of the company with which I am associated as a whole?
4. To each grand division of it? |

In our next chapter we shall take up the series of questions which, considered as a whole, constitute a searchlight which may be profitably thrown by any one upon the goods or line of product which he or she is offering for sale.

CHAPTER VI

ANALYSIS OF THE GOODS TO BE SOLD

IT WILL be observed by the student that the questions in the following series are general in their nature and that most of them can be applied to any article, whether a concrete objective thing, or an abstract thing such as one's services.

If, perchance, any of them are not relevant to the particular article which any given student may be handling, they of course may be omitted in his particular analysis.

Before passing any of them by, however, each should be examined most critically, and the best of thought directed to them, to the end of finding wherein they do apply.

Question No. 1. What is this article?

In reply to this question, the thorough analyst will find as many answers as possible.

To illustrate, let us suppose the article is a self-binding reaper. In this event each of the following answers would be correct:

- (a) It is a machine.
- (b) It is an implement.
- (c) It is a reaper.
- (d) It is a self-binding reaper.

(e) It is an invention.

(f) It is an epoch-making invention.

There are many more answers which the thoughtful analyst may formulate to this one question. As simple as the question is, it is a thought compeller.

Question No. 2. What is it for?

In answer to this, the scientific analyst will write every possible truthful answer he can think of, but, acting according to directions, he will write only one answer on each card. Cards are cheap, while points concerning one's business are valuable.

The thoughtless analyst, or one who treats the process of analysis lightly, would probably write but one answer to the above question, such as:
To reap wheat with.

The thoughtful analyst who treats the subject seriously would start his list something like this:

(a) To reap wheat with.

(b) To save time.

(c) To save labor.

(d) To save human energy.

(e) To save man power.

(f) To promote happiness.

(g) To add to the wealth of individuals and of nations.

Even the veteran seller of reapers can have a lot of enjoyment by focusing his thought upon this one

question for a while and seeing how big a stack of cards he can make in answer to the question.

Question No. 3. How many parts are there in this reaper?

At this point, the analyst is beginning to get down to business. Some of the main parts of a self-binding reaper are subdivided into many smaller parts.

The correct answer to this simple, innocent looking question may send the veteran salesman to the salesmanager, and the salesmanager to the president, and the president to the master mechanic, and the master mechanic to his assistant, and the assistant to a minute examination of an unassembled reaper.

But the dead-in-earnest analyst who really wants to obey the law, "Know your business," will insist upon finding the answer.

Question No. 4. What is the material in each part?

Here is an opportunity to make a big stack of cards.

Question No. 5. What function or use does each part perform?

(a) Each main part.

(b) Each division or part of each main part.

The stack of cards made by the thorough analyst in response to this one question will surprise even the veterans.

Question No. 6. What can I say as to the general mechanism or structure of this article?

At this point the analyst has a chance for the exercise of initiative. An evening spent with the mind wholly focused upon this one question should result in a nice pack of valuable cards.

Just one point possibly never thought of before may sell a machine the next day, and many in the course of a year.

Question No. 7. What can I say as to the state of perfection in present condition?

Question No. 8. What can I say as to Service which attends the delivery of this article?

Until very recent years but little stress has been laid upon this feature in commercial relationships. To-day it is the leading slogan of many business houses.

In the days when business was purely barter—a question of the tactics of the old-time horse trader—commerce was a very cold-blooded affair indeed.

When the race was mentally blind it was supposed that all usefulness of the seller was wrapped up in the goods themselves.

The honest man prided himself upon the quality of his goods and the quantity of them for the price, but stopped there. He did not try to figure out how he could do things for the pleasure, convenience, and profit of his patrons.

In the last very few years a world-wide wave of interest in commercial science has gradually been taking form. More and more the "correct mode"

element in commercial relationships is taking its place. More and more the seller is seeing not only the utter folly of dishonesty in all its forms, but he is seeing the wisdom of excellence of Service; the practical value of giving in order to get; the common sense of seeing to it that right Quality plus right Quantity plus right Mode of Conduct are as near one hundred per cent as possible.

Like all good things, however, one can pass the pivotal point in the "mode" element; that is to say, it is possible to try to do so much for one's patrons that the expense incident thereto absorbs the profit. But where there is one firm or one individual that does too much for the patrons, there are even yet to-day ninety-nine that do not do enough.

Careful thought directed to this phase of the subject will nearly always reveal several things which can be done to improve the mode or manner of dealing with the patron which do not cost one farthing, or at the best but very little, but which do serve to bind the buyer to the seller with the stout cord of **satisfaction**.

The following incident will serve to illustrate this point:

A certain traveler whose headquarters were in Chicago, Illinois, after an absence of several months in Europe was returning to his home city.

During his absence a certain Chicago hotel had been completed.

En route from New York to Chicago an acquaintance inquired at what hotel the traveler would stop. He replied that he did not patronize Chicago hotels on account of living at a certain club.

"But," replied the acquaintance, "you as a citizen of Chicago will be proud of our new acquisition," mentioning the new hotel. "Come with me there for one night anyway. Their service is really splendid, and you will enjoy your stay there, I am sure, even though it be brief."

The traveler consented. As he registered, a young man stepped up to him and said: "Are you expecting any mail, Mr. Blank?"—calling the guest by name. "If so, I will get it for you."

There were two unusual things about the incident: (1) that he, a stranger, should on his first visit be called by name, and (2) that instead of going through the usual inconvenience of inquiring for his mail and waiting for it to be sorted out, some one should offer to do this for him.

It is always conducive to making one "feel at home" to be addressed by name, and it is somewhat of a nuisance to step to the oftentimes crowded counter and wait for one's mail to be sorted.

The young man—the well-informed bellboy—then escorted the guest to his room, whereupon, instead of asking if anything was wanted, he exercised initiative and did two things: (1) he procured

a pitcher of fresh water for the refreshment of the traveler, and (2) much to the surprise and satisfaction of the guest, he proceeded to turn the bed clothes back slightly, in preparation for the somewhat weary traveler to take his rest.

Having done this, he inquired if there was anything else he could do for the comfort of the guest.

Being informed that there was not, he bade him a pleasant "Good night," and hastily departed without so much as an indirect suggestion of or even giving a favorable opportunity for the proverbial "tip."

Just having returned from Europe, this was a new sensation especially for the traveler, and of course a pleasant one, very conducive to satisfaction.

Incidentally, we would remark that the man who relates this incident states that the bellboy received a much larger (but purely voluntary) "tip" before the guest left than he would have received had he started out with the hand-out, please-give-me-something attitude so prevalent with average employees of this class.

The guest stayed three days instead of merely over night, as he had at first intended, and he has been a more or less frequent guest of that hotel ever since.

The constructive business-building influence of this spirit of Service on the part of the employee of the hotel did not stop with the guest whose experience has just been related. This traveler has directed many other travelers to the hotel which had rendered him such satisfactory service and has even related the incident from the public platform many times.

Verily, it is true that he profits most who serves best. He who serves best profits most by reason of that simple and yet most far-reaching fact in Nature that Service rendered is **cause**, and reward obtained is **effect**.

The thoughtful student will note that the things which the bellboy did in the incident just related cost him nothing except a little extra human effort. This particular employee, in common with all other employees of this hotel, had evidently been schooled in certain principles of Service. The manager of that hotel had perceived the fact that his chief function was that of **educator**, and one of the many salutary results was that his staff was an educated staff, schooled in the fine art of making guests "feel at home."

Having asked the eighth question and carefully thought out all the things that are now being done for the patrons of his house outside of the mere shipment of the goods and collecting the money

represented by the purchase price, the next question the scientific analyst asks himself is:

Question No. 9. What can we do to improve our present Mode of Conduct in our relationship with our patrons?

This should be a most interesting and valuable stack of cards. It may be made to become worth much more than its weight in gold, even though the analyst makes a big stack of cards under this heading.

If the analyst is a proprietor with authority to act in the carrying out or execution of the thoughts suggested by the answers to this question, the opportunity for improved Service is truly great.

He should not trust to his own thought alone, but should make a written request of his fellow officials, and of every one on the payroll, from porter up, for suggestions. He should hold a series of meetings of the staff and center upon this one problem for a long time. He should offer prizes for the best suggestions, and make the prizes worth while.

If the analyst is an employee and the employer is not familiar with this system of analysis, it affords a splendid opportunity to secure the **favorable attention**, and indeed the **interest and appreciation** of the company which is buying the services of the employee who makes the suggestions.

When tactfully done and in the spirit of true service, there is no surer road to promotion.

History of the Article Being Sold

Question No. 10. Where was this article first produced?

Question No. 11. When was it first produced?

Question No. 12. By whom was it first produced?

Question No. 13. How was it first produced?

Question No. 14. What progress has been made as to quality since it was first produced?

Question No. 15. What progress has been made as to quantity of manufacture?

Question No. 16. Are there chances for further improvement? If so, what?

Question No. 17. What is the probable number of these articles produced since it was first manufactured?

Question No. 18. What is the probable total value represented by the manufacture of this product?

Value

Question No. 19. What can I say as to the genuineness or real worth of this article? Is it good, bad, or indifferent?

Question No. 20. What can I say as to its comparative and commercial value?

**The Service of the Article in Its Relation to the
Customer When Sold to Him for His Own Use**

Question No. 21. What can I say as to the necessity of this article?

Question No. 22. What can I say as to its convenience?

Question No. 23. What can I say as to the comfort which it will bring the purchaser?

Question No. 24. What can I say concerning it as a luxury?

**The Service of the Article in Its Relation to the
Customer When It Is to Be Sold by Him
at a Profit**

Question No. 25. What can I say to the purchaser as to the points which he can make to his patrons concerning the necessity of the article?

Question No. 26. What can I say as to its convenience?

Question No. 27. What can I say as to its comfort?

Question No. 28. What can I say as to its luxury?

**The Service of the Article in Its Relation to the
Customer in Respect to Rival Goods**

Question No. 29. What can I say as to the quality of the goods in comparison with those of competitors?

Question No. 30. What can I say as to the utility of the article in comparison with those of competitors?

Question No. 31. What can I say as to its perfection?

Question No. 32. What can I say as to its cost, etc.?

Suggestiveness

Question No. 33. What can I say as to the association of the article in nature and uses?

Question No. 34. What can I say as to the association of the article in personal experience?

Question No. 35. What can I say in relation to the article as to its association in former use by ancestors?

Question No. 36. What can I say as to its historical associations?

In concluding this chapter, the author would remind the student that everything in this world worth having must be paid for at a price. This most certainly includes that which is among the most valuable of things: namely, the mastery of one's business.

The results being obtained by those of our students who are following systems of analysis along similar lines, although less complete than the various series of questions outlined in this, the last edition of the Science, are truly gratifying and are proving worth all the price of the effort which has

been put forth to enable the student to obey the third basic law of human efficiency, namely:

Other things being equal, the power of the individual to render permanently satisfactory Service varies directly with his knowledge of his business.

In our next chapter we shall offer some general suggestions concerning the series of questions just propounded for the analysis of the article to be sold.

The following chart will make plain to the student the generic headings under which the series of questions has been worked out:

Form of Analysis of a Self-Binding Reaper

- | | | |
|---|---|--|
| 1. Nature. What is it? | { | 1. A machine.
2. An implement.
3. A self-binding reaper.
4. An invention.
5. An epoch-making invention. |
| 2. What is it for? | { | 1. To reap and bind grain.
2. To save time.
3. To save labor.
4. To save human energy.
5. To save man power.
6. To promote happiness.
7. To increase production of wealth. |
| 3. Main parts and material used in each | { | 1.
2.
3.
4. |

4. Subordinate parts and material in each
- 1. { 1.
2.
3.
 - 2. { 1.
2.
3.
4.
 - 3. { 1.
2.
3.
4.
5.
 - 4. { 1.
2.
3, etc.

5. What is function
(a) of each main part?
- { 1.
2.
3.
4.

- (b) of each division or subordinate part?
- 1. { 1.
2.
3.
 - 2. { 1.
2.
3.
 - 3. { 1.
2.
3.
 - 4. { 1.
2.
3.
4.
5.
6, etc.

6. General mechanism or structure {
 - 1.
 - 2.

7. State of perfection at present {
 - 1.
 - 2.
 - 3.
 - 4.

8. Service which attends delivery {
 - 1.
 - 2.
 - 3.
 - 4.

9. Can this service or Mode of Conduct be improved? {
 1. In policy of the company.
 2. In mode of, or time of, delivery.
 3. In follow-up service.
 4. In collections, etc.

10. History of article {
 1. When and by whom invented?
 2. When first produced?
 3. Where first produced?
 4. How first produced?
 5. What improvements as to quality and convenience since first made?
 6. What progress as to quantity of manufacture?
 7. Future improvements.
 8. Number of reapers produced.
 9. Value of annual output.
 10. Total value of output since first made.

11. Real worth {
 1. In itself, fulfilling the purpose for which designed, to maximum degree.
 2. Character of material used; kept up to standard by scientific tests, chemical and physical.
 3. Operation.
 4. Power.
 5. Capacity, etc.

-
12. Comparative and commercial value
- 1. For the customer's own use
 - 1. Necessity.
 - 2. Convenience.
 - 3. Luxury.
 - 2. To be sold by him at a profit
 - 1. Necessity.
 - 2. Convenience.
 - 3. Luxury.
13. In comparison with rival machines
- 1. Ease of operation.
 - 2. Capacity for work.
 - 3. Quantity of production and element in quality.
 - 4. Quality as a whole and in its parts.
 - 5. General utility.
 - 6. Perfection and lasting qualities.
 - 7. Cost, terms, etc.
14. Suggestiveness
- 1. In personal experience.
 - 2. In former use by predecessors.
 - 3. Historical associations; old methods of reaping and binding.
 - 4. The increase of population and general happiness due to the invention.

CHAPTER VII

GENERAL CONSIDERATIONS; THE SCOPE OF ANALYSIS

WE HAVE already defined **analysis**. Some one has described it as the telescope and microscope of mental vision, dividing the subject of thought (in this case the article or proposition to be sold) into its minutest parts and revealing the natural or causal relations of those parts.

Evidently, the more minute the analysis, the more numerous are the properties, parts, and relations discovered.

On the other hand, **synthesis**, as already stated, is the power to unite into one completed whole all that has been revealed by analysis, rendering that whole richer and richer the more complete the analysis.

Hence the function or use of analysis in obtaining and putting knowledge of anything into the best form for presentation is to get a clear view of a thing in all its parts, details, qualities, and their exact relations, to the end of reviewing it and seeing again its nature, qualities, uses, necessity for being, beauty, or other attributes as a whole in richer form.

The reasons why the salesman should become an expert in analyzing the article or articles he sells are not alone the necessity of **knowing all about them**. This of itself is indeed important, but he must possess this knowledge in the most available form for a convincing presentation of his goods or proposition, to the end of mutually profitable sales.

Analysis in view of competition. The principles and methods of analyzing anything one has to sell, which we have outlined, should be applied not alone to one's own problems but to rival goods—the goods of competitors. This is a vital point—one which must not be overlooked. It is a most important factor in the sale of goods for profit.

Many customers are sure to be well informed as to the merits of rival goods. If the salesman would sell his own goods at a profit he must therefore seek every opportunity to gain a clear and accurate knowledge of the goods in competition.

A just and fair comparison of the qualities and merits of rival goods with one's own involves an analysis of the goods to be compared in respect to those qualities, since comparison always makes use of analysis.

Remember the old saying, which crystallizes a great truth: "Nothing is great or small except by comparison."

One cannot safely and adequately compare his goods with the goods of a competitor unless he has

analyzed both his own and those of his competitor.

How to treat competition. Let us dwell for a moment on this subject of meeting competition. It is one of the vital questions in trade and has a potent bearing upon the item of profit in the balance sheet at the end of the year.

Because we advise the salesman to thoroughly analyze the goods of his competitors, as well as his own, the student must not get the idea that we counsel the practice—all too prevalent in the warfare of business—of running down or fiercely attacking the goods of any honest or worthy competitor. Such methods generally harm more than they help, and harm him who practises them more than any one else.

It is altogether best to speak well of the goods of a competitor in a general sort of way; but it is very pleasant and profitable to be able to say of a rival proposition: "That is quite true; I cheerfully admit the merits of the goods you mention, but—" and then proceed to show with exactness the points of superiority in your own articles. You cannot do this unless you have first analyzed your own goods completely and in like manner studied the goods of your competitor. This means business; it means hard work, it is true, but it also means getting and building business. It means a higher salary or

increased commissions; sometimes it means eventually a managership or proprietorship.

Some years since, a very successful business man told the author that one of the greatest difficulties he had to encounter was to get his men, first, to become masters of their own proposition; and second, to become thoroughly posted in regard to the goods of rival houses.

Analysis applied to both one's own proposition and to the goods of competitors will overcome this weakness. Even if a few dollars are expended in purchasing articles sold by a competitor, the investment will often pay.

The analysis must be thorough. In the case of a material article like a riding saddle, for instance, it is wise to buy one and cut it to pieces, if necessary, to learn its true construction. The salesman may find it superior to his own in some points, but inferior in many others.

All is not gold that glitters, and while the goods of the rival may excel one's own in adornment, close analysis may reveal them to be inferior when taken as a whole.

Our advice on this point may be summed up in the following maxim: "Through analysis, know all there is to be known about your own goods and be well informed about the goods of your competitor."

Price not the only consideration. But some one

will inquire here: "Is it not true that, other things being equal, the purchaser will buy where he can buy the cheapest?" Our answer is, "Yes, that is the general rule." It is a law of trade, a natural principle which is not set aside by the Science of Business or anything else; but beware of the emphasis on the words "other things being equal." The salesman must see to it that the salesman representing rival goods is **not** equal to him, or perhaps we might better say, he must do his best to see to it that he is superior in his salesmanship to any of his rivals.

He must so develop the positive qualities of body and mind; he must practice so faithfully and persistently, not alone the physical but the mental gymnastics laid down in this Course for the development of the knowing, feeling, and volitional powers, that it will be truly difficult for the salesmanship of the competing house to be equal to his own.

On this point of "other things being equal," many of us are apt to overlook the personal equation—the power of the personality of the human beings taking part in the transaction. Many salesmen "lie down," get scared, and begin to cut prices to meet competition when other things are by no means equal. The salesman of the company may have so plausibly submitted his proposition that the customer is ready to believe that other things are

equal, and yet they may not be so, even as to the merits of the two rival articles, leaving out the salesman element entirely. Haste, ignorance, or prejudice may, all or any of them, be influencing the customer.

Other things may not be at all equal as to quality, or as to mode of conduct, or as to those intangible services quite apart from the quality and the quantity of the goods themselves.

The weak salesman is glad to welcome the excuse for cutting prices. With him it is anything to make a sale, and he often flatters himself into the opinion that he is a good salesman, simply because he makes many sales.

Compensation. The scientific business-building salesman remembers that his value to his house always depends upon the margin of profit in the sales he makes, and that, unless he is strong in meeting competition and getting his prices by superior salesmanship, his services may be worth less than nothing to the business he represents, even though he disposes of many goods.

During recent years, analysis has been effectively applied to this matter of sales and profits. By a proper system of analysis and recapitulation it is possible to learn just how much real profit is made from each line of goods handled, from each territory, from each customer, and from each salesman. This makes it possible to pay each salesman or

saleswoman in accordance with their real worth to the house. Compensation is then no longer a matter of preference, period of service, volume of sales, good fellowship, competition with other employees, arbitrary limit on salary, or price at which a substitute may be employed.

Salesmen under such conditions know exactly which lines merit most diligent attention and which lines are sold solely as a matter of Service to customers, perhaps almost without profit to the seller.

The development of such scientific methods of merchandising indicates the necessity for salesmen to improve the accuracy of their sales methods through the study and application of like scientific analysis to the end of serving the customer.

Responsibility to the customer. The salesman also has a certain moral responsibility to the patron. He must not permit his customer to be deceived into buying poor goods at cheap prices, without knowing exactly what he is doing and why he is doing it. The cheapest goods in price are often the most expensive in the long run.

It is often a real service to the patron to employ the use of analytical knowledge, tact, and enthusiasm to the end of convincing the patron that it is better to pay a little more, or even much more, in order to get better goods, whether he is buying for individual use or to sell again at a profit.

The salesman should remember, further, on this question of meeting competition, that the salesman who has a strong hold upon the sympathies of his trade, who has appealed to the heart as well as to the head of his customer, who has stamped his individuality upon his customer as being that of a real man, willing and able to serve, can many times hold business and maintain prices even in the face of price cutting by competitors.

If other things are equal as to quality, quantity, and mode, and the various points to be brought out in one's analysis, and his rival is selling at a lower price than he, be certain that one of two things is true:

First. The prices of one's rival are too low, and he will not be a competitor very long, for the reason that his house is losing money and will go into bankruptcy, or

Second. His own prices are too high.

The prospects are that the first is the true theory and that the salesman will not long be troubled by that particular competitor.

In cases where price cutting is done by a competitor merely to put an honest rival out of business, the honest seller has a strong appeal to the hearts of his customers on the score of justice.

Policies of the house. Among our students there are many managers and proprietors, and they

should bear in mind that the responsibility for success does not by any means rest wholly upon the employees.

As we have already seen, the institution itself is the composite salesman, and everybody, from the president to the office boy, is a part of the great composite whole. *E pluribus unum*—out of many, one—might well be the motto of every business house, as it is of the nation. Let us see to it that we, as managers and proprietors, do our own part well; that our representatives are given goods which will endure the searchlight of analysis. Let us remember the great principle of satisfaction in the mind of the patron as the bedrock upon which permanent relationships rest.

It is perfectly true that cheaply made goods are legitimate and a necessity to certain classes of trade. Generally there is nothing dishonest or unworthy in the manufacture of articles which can be fairly sold at a less price than similar articles of a higher grade. But in all such cases the house should have grounds for its action, and should make these grounds plain to its salesmen representatives.

Let the management be clear, clean, and solid in its own position and in its reasons for this, that, and the other policy, so that general house policies can be stated frankly to representatives: they should never be kept in the dark. The house policies should be of such a nature that the house is

glad to make them known. If they are broad and big and right in every way, they constitute an important element of the good salesman's stock in trade as to selling arguments made. They are generators of enthusiasm.

The lower price of an article as compared with the selling price of a rival article of superior quality may be one of the great points in the selling talk of representatives; but there must be a legitimate reason for his lower price. More trade will be won, more business built, by an honest, straightforward statement of the facts, admitting the question of quality, than by any other method. All representatives should be thoroughly informed not only in the "what" of price, but also in the "why."

The Method of Analysis

Getting the information. How is the salesman going to learn about his goods? How is he to master his proposition? In other words, how is he going to get the desired information?

The salesmanager of the house for which one is at work is, or at least should be, able to answer many of the questions suggested by our series of queries. If he cannot do so, the scientific salesman will be tactful enough not to embarrass him.

The salesman should get all the literature which the house has and make a careful study of it, and make also a close study of the article itself.

If the literature of the house is incomplete as regards the article one is going to sell or is now selling, he should consult encyclopedias and other reference works. He should make as frequent visits to the library and make as constant study of trade journals as possible, and also, before trying to answer the questions that will be put by customers, the scientific business-building salesman will see to it that he can satisfactorily answer to himself most of the leading questions we have submitted in the series of questions in this lesson, many of which can be applied to any salable article or proposition.

One great mistake made by many so-called salesmen is their conceited belief that all they need is samples. Many are in too great a hurry to get out to work.

In the case of retail positions, the salesman, as a rule, must go to his duties immediately. In such places the task of analysis should be carried on in connection with one's daily work. But in the case of the specialty salesman, commercial traveler, or promoter, he should insist on the necessary time after his engagement to prepare himself thoroughly for his work; and in this he must imitate a little child in search of knowledge; that is, in the asking of innumerable questions.

In the analysis furnished in this lesson, the student will find that eight general classes of ques-

tions have been submitted. The first four are about the article itself; the second four about the article in relation to the customer. First, let us take up the questions about

The Analysis of the Article Itself

Let us briefly discuss the analytical divisions.

Nature and use of the article. The two most natural inquiries suggested by the presence of a natural or a manufactured article are:

1. What is it?
2. What is it good for? or, In what way will it prove serviceable?

These queries may be and generally should be only temporarily answered by the salesman at the beginning, because their complete answer requires a skillful and tactful synthesis of the facts brought out by analysis. It is frequently the case, however, that some feature of the use or purpose of a salable article must be stated when its name is first given.

When the opportune time has been reached for describing, exhibiting, or demonstrating the utility of the article, then arises the necessity of knowing its purposes and uses, even to its rare and incidental service.

The personal and visible illustration of the nature and utility of an article is the best and most convincing method of describing those features of it.

If one is selling a device, appliance, tool, or machine, an actual demonstration of how it works will obviously be of great advantage in effecting its sale.

It not uncommonly happens that a sale is lost because the salesman makes a blunder in showing just how the article serves the end for which it is made, or completely lacks the ability to do so; or, in the case of a promotion scheme, he may fail to show just how each proposed step, from the inauguration of an enterprise to its successful operation, can be accomplished.

Make-up of the article. The structure of many goods or articles to be sold may be analyzed under the following divisions:

1. Parts.
2. Material in each part.
3. Mechanism, or how the parts are related or united in forming the article.

Any article of food or clothing, and any machine used in manufacturing it, will by this analysis yield abundant knowledge in these respects. While perhaps this form of analysis at first thought appears applicable only to manufactured articles, yet it applies to the structure or components of propositions in many other business lines. Indeed, when we critically examine the terms of a business proposition, contract, or exchange of property, we do so in the same analytical manner.

Every manufactured article has some interesting fact or facts underlying its structure or mechanism, and these facts may be profitably used in the selling talk.

For example, one can tell of the parts, structure, and quality of silks, woolens, cottons, and linens, and the particular weaves and patterns in such fabrics; the structure and composition of the various food products, and metallic and wooden implements; the heating quality of the several grades of coal considered as a production. Thus the list may be extended without limit.

The mode of conduct element. A class of facts which has a clear and definite relation to present state of perfection deserves most careful and thorough consideration.

While we have commented upon this factor at some length in the course of our series of questions, the importance of the subject justifies the following further comments. Unfortunately sellers as a rule overlook or neglect them too much, while buyers, unknown to themselves or instinctively, have a way of attaching great importance to them.

Most of the time the customer is right.

Too often, the salesman, facing this problem, does not recognize the nature of the trouble he faces, and his lack of analysis leaves him without the points he needs to make the selling talk which would convince that buyer.

The mode or manner elements of Service, which attach to the delivery of the article, while treated as mere matters of routine in the house represented by the salesman, usually bear a very definite relation to the feeling of satisfaction in the mind of the customer. The excellence and efficiency of the organization behind the salesman have more to do with these elements of Service than does the size or age of the house.

Performance is the only yardstick by which the customer can measure the capacity and intentions of the seller. He is interested only in effects as they touch him. Causes are beyond his control. Promptness in handling orders; the size, location, or assortment of the bulk stock drawn upon; assistance upon the side of demonstration, selling, or installing; terms of payment; method of collection; helpful advice of the credit department; efficiency of the pick-up department; or the points continually given by the salesman himself, often secure and hold business against all competition. These appeal more to the feelings of the customer than to his intellect, and, for this reason, business thus secured and held is business well built.

Any one of these phases of Service may be a determining factor when an order is to be placed. Its existence will clinch the order; its non-existence will turn the business elsewhere.

Let us each look into our own experience, and

locate the "reason why" behind the patronage we give to hotels, tailors, or haberdashers, and the business our house gives to manufacturers and jobbers for raw materials and finished product.

Then let us not forget that we are not so different from the people whose patronage we seek.

History of the article. In the production of a salable article dwells what may be called its past history. Under this division may be included a *résumé* of the history of its invention and the founding of the business from which the invention or enterprise grew; where it is now produced, and any details of the process of its manufacture or production. On this point it may be said:

"If the article be a modern or a recent invention, one may be able to excite sympathy, humor, or pathos by showing how the world gets along without it. The facts of the inventor's life and efforts may be of great value. The very name of Thomas A. Edison, the self-made 'Wizard of Electricity,' would greatly help to sell an invention anywhere. This shows the value of the personal element in the salesman's specialty.

"Books and works of art sell chiefly on the strength of what is known of the authors and artists. If one were handling the works of Dickens, for instance, it would pay not only to know his life history well, but also the immortal characters of his creation.

"A tool, implement, or household appliance is sure to have a past history in the labor or suffering it was designed to avert. Any one of these specialties may be also interesting from something new or peculiar in the process of making it.

"Even an educational, economical, or personal proposition has an interest of past history in the loss or ignorance that suggested its introduction.

"It is a great part of the salesman's skill to get at the root of things. He should create sympathy as well as satisfy curiosity.

"The most seemingly commonplace articles have something in the history or process of manufacture to fascinate the purchaser. To know this and to use it at the right moment is the salesman's business."

A reputation already won is one of the strongest selling points. The name or brand of goods long recognized as meritorious has an immense selling value in itself.

In the case of new goods or those just being introduced, a comparison with former productions in the same or a similar line is a matter upon which one should be suitably prepared. Here it is important to remember that the customer will measure and compare the merits of the new and untried goods by their relation to the old-time or former standards within his knowledge and experience.

Every house consciously or unconsciously makes its history. That history is made up largely of the record of Service performed along the lines indicated under the foregoing heading, "The Mode of Conduct Element." It is a matter of common report in the trade as a whole. This trend is growing as territorial trade associations of merchants in the same line develop in scope, strength, and use-

fulness. Confidence founded upon such a history is the largest contributing factor to that useful but elusive asset known as "good will." Unfortunately, such an asset is difficult to deliver, and its chief value is to the men in the organization that built it up.

Value of the article. While any discussion of analysis at this point naturally merges into the second part of the general topic—its relation to the customer—it is well to have clearly in mind the fact that every legitimate item of trade or professional service has in itself some inherent elements of worth. If it is not good, it cannot endure.

It is the business of the salesman to have all these elements of goodness catalogued clearly in his mind, for the reason that he can never tell when any comparatively insignificant item, as measured by his own estimate, may be, to some customer, the conclusive and final determining factor to influence a favorable decision to buy.

Hence loyalty to his customer, to his employer, and to himself demands this complete and conscientious consideration of the article he offers for sale. Its suitability, genuineness, durability, efficiency, compactness, strength, completeness, elegance, finish, or the degree and kind of the "mode" element in Service that goes with it, all may merit consideration. Add to this a thorough knowledge of the elements of cost which enter into it, so that

the fixed safe minimum of price may be on a basis of solid information, and a salesman can meet a great variety of objections. A like knowledge of competing lines is almost essential.

The "one-price" and "money-back" policies. Two features serve to mark an epoch in the change from old, or conservative, to modern merchandising. These are the "one-price" system and the "money-back-if-not-satisfied" policy.

The essence of the policy behind "money back" is the conclusion that, particularly when the article sold is for personal or household use, it is a bad advertisement to compel a dissatisfied customer to keep it, creating unfavorable and lasting prejudice instead of satisfaction or the "good will" which should result from every transaction. This is entirely aside from the merits of the article itself. The trouble may be, and frequently is, located in poor salesmanship, which is poor Service.

The "one-price" system does not mean that single articles are sold at the same rate per unit as in dozens, or hundreds. Its true meaning and intent is that there is no discrimination in price under like conditions. These conditions refer most commonly to quantities, deliveries, or payments, though sometimes matters like vocation, location, or previous business relations may be controlling factors.

If the price of an article be subject to discounts or concessions, the salesman must know definitely

just what they are and the policies behind the variations.

If compliance with the necessary special conditions seems unlikely in the case of any customer, the salesman should defer such offers until other arguments have proved ineffective.

These modern methods in merchandising have been slow in their application to those phases of business and professional life in which abstract Service alone, or even very largely, is the thing to be sold.

The reason behind this condition is dual in its nature:

First. Because it is impossible for the customer to return that which is delivered.

Second. Because the nature of the transaction is such that the value of the service to the customer, as a rule, depends as much upon his own actions as upon the performance of the seller—many times much more.

Analysis with Respect to the Customer

The nature and use, structure, history, and value of a salable article having been analyzed as minutely as the case demands, the facts brought out in such analysis may be directly available when a further analysis of the article or proposition is made from the standpoint of its relation to the customer. In this case analysis includes facts as follows:

1. With reference to the customer's purchase of the article for his own use, either as a necessity, a convenience, a comfort, or a luxury.
2. With reference to its purchase to be resold at a profit by the customer.
3. With reference to rival articles where quality, utility, perfection, and cost are to be critically compared.
4. With reference to the article's suggestiveness as leading to the customer's resolve to purchase.

Suggestiveness. In the last case, the salesman should be keenly alive to the fact that in the majority of instances there will be something suggestive in the nature or utility of the article. It may recall some personal experience of the customer; it may appeal to him as highly useful to his patrons; or last, perhaps, it may have some historical association which awakens pleasurable memories.

In any event, there are always among these associations some that, if used as suggestions, may have a powerful influence in causing the customer to resolve on a purchase.

When once the proper impulse is started in the customer's mind, such elements as price, quality, or comparison tend to fade into insignificance. Another force now enters the motive of the customer—a force which, if properly guided, will tend

to lead him to the end or objective point for which the salesman has planned every step and employed his analysis and its subsequent synthesis throughout the selling talk.

Are you a veteran in the business? If so, ask yourself, can you answer all questions about the article you are selling that are embraced in the analysis as outlined in this lesson? If otherwise, do you not feel that you have missed some sales which you would have made had you been able to do so?

Knowledge not all used in one sale. Please do not imagine that because we earnestly advise the thorough mastery of your proposition we also recommend the salesman to use all his knowledge in every case. On the contrary, when we come to the study of synthesis in Lessons Eleven and Twelve, you will see that the Science of Business exhorts the student against using any more of his knowledge than is absolutely necessary. One of the great dangers in salesmanship is that of talking the customer into the sale and then talking him out of it.

The competent physician does not use all his medical knowledge in any one case, though it is his pride to know all about it that can be learned in the science of medicine.

Similarly, the salesman cannot know too much about his goods, however little of that knowledge

he may require to use in any one sale. Besides, his surplus knowledge is by no means useless even in those sales where he needs to say but little.

His consciousness of full knowledge gives him a reserve power which is most valuable in his work of selling. It begets the feeling of confidence. It gives him an air of certainty. It enables his customer to know without being told that the salesman understands his business. Reserve power fits one for emergencies and for difficult cases.

Clear thinking. The scientific salesman-student, mastering the methods of analysis and synthesis, will see that a comprehensive knowledge of any article requires clear and exhaustive thought in relation to it. The intelligent and effective presentation of this knowledge also demands systematic preparation.

Finally, there can be no clear thought, no adequate expression of that thought, for the purpose of winning sales or securing contracts, without the mental work of analysis and of synthesis in:

First. Realizing the facts about the articles to be sold.

Second. In arranging those facts in their logical or natural order, so that the nature, use, qualities, and so on, of the article shall appear richer and more complete than ever before.

Third. In unfolding in a graphic and logical style to the customer's mind just such facts or points

about the article or proposition as will make the most attractive summary of its merits.

Logical arrangement. The student should beware of the false idea that a logical order of presenting the points arrived at in analysis, through the application of synthesis, as provided in Lessons Eleven and Twelve, woven into the description or exposition of a thing, has its effect only on persons who understand logic.

Those who listen to a logical selling talk may not know that the science of logic exists. For all that, such people are inevitably more impressed by the logical presentation of the points which a salesman puts forth than by a random talk or statement on the merits of the article he desires to sell.

Again, it must be evident that the selling talks should be logical, because the conclusion which the salesman wishes the customer's mind to reach can be attained only through a logical order of thought from premise to conclusion, or else from a natural and logical grouping, or synthesis, of all the essentials that impel the desired conclusion, "I will buy it," or "I will sign the contract."

Nearly all people pride themselves on their capacity to decide matters upon their merits. This means that they are always seeking the "reason why" in any talk presented by a salesman, even though they might, and frequently would, scorn to recognize the place of logic in the operation.

Next to simon-pure indolence, the lack of this "reason why" is the chief underlying cause of failures in salesmanship.

Introduction and Answers to Objections

Before leaving our general considerations it will be well for us also to consider analysis in its relation to two features of the selling talks, about to be considered in Lessons Eleven and Twelve—the introduction, and the objections of the customer.

Point for the introduction. First, as to the introduction: What features of this article (as derived from the regular analysis) will serve the salesman best to name or outline for gaining the favorable attention of the customer? Which of them will appeal most promptly to his curiosity, personal interest, or disposition, as judged at the first approach?

Analysis of objections. Second, as to objections: To what features of this article (again derived from a review of the formal analysis) is the customer most likely to object? Will it be quality? construction? fitness? price? or what else? And how can these various possible objections be best refuted and overcome?

It is plain that under both these titles there is a wide range of inquiry appealing to the student's keenest intelligence. The mere mental exercise involved will in itself be a valuable training for the sale of almost any article.

Limits of analysis. Of course the student will realize that certain articles and propositions are not susceptible to the analysis as outlined in the chart in its full extent; that is, some of the questions would not be pertinent to a given article or proposition; for instance, an investment in which there is no such element as "mechanical construction." It will be found in all these cases, however, that other features of corresponding significance can be revealed by the searchlight of close investigation.

No matter what one is selling, or in what branch of salesmanship he is engaged, this comprehensive method of analysis will inform the analyst on all that is needed as to its useful and commendable features. It will give him a mastery of the details, both practical and interesting.

System of analysis. The student should note that the questions we have submitted constitute a four-fold system of inquiry which may naturally be made, in the main, respecting any article, line of goods, or selling proposition. Under each of its two great divisions or branches are:

1. The article considered in itself.
2. The article in its relation to the customer.

These are the only essential divisions for the salesman's needs.

The four features concerning the article itself are:

1. Its nature and purposes.
2. Its structure.

3. Its history.
4. Its value.

The four lines of inquiry in the article's relation to the customer are:

1. Whether for his personal use.
2. Whether for the customer's profit in reselling.
3. Comparison with rival goods or propositions.
4. What associations the article can be made to give that will lead to suggestions that will bring about a resolve to buy and thereby close the deal in accordance with the mental law of acquisition, as outlined in Lesson Two, and which will be amplified in Lessons Eleven and Twelve.

To summarize, we present herewith these several points in tabulated form:

THE ARTICLE ITSELF	THE ARTICLE IN RELATION TO THE CUSTOMER
1. What, and what for?	1. For his own use.
2. Of what?	2. For reselling at a profit.
3. When, where, how, by whom?	3. Comparison with rival articles in { quality. state of perfection. cost. utility.
4. Worth or value.	4. Suggestiveness.

Note particularly. When making an analysis, the analyst should avoid the use of general terms like good, best, superior, excellent, satisfactory. Such

adjectives serve to express results and not the elements that enter in to bring about the results. Continue your investigation until you have reached the "reason why" in every instance. The facts will then be at hand for use, should the prospect question the suitability of such adjectives in the early part of your selling talk.

Objections and answers. While objections as such will be made the subject of special consideration in the discussion of "The Sale," in Lessons Eleven and Twelve, it is well to recognize the following facts at this point:

Valid objections are based upon sound judgments and cannot be honestly answered. They result from faulty work in locating the customer, or faulty work in providing the goods, or faulty service to the customer.

Cautious requests for explanation must not be confused with objections.

Ordinary objections are founded on unsound judgments, hence can be answered by scientific salesmanship.

Unsound judgments, as made plain in Lesson Four, are of four kinds:

1. Hasty judgments—overlooking some facts.
2. Inaccurate judgments—with essential facts missing.
3. Prejudiced judgments—with known facts ignored.

4. Illogical judgments—with known facts illogically combined.

Errors grow out of unsound judgments. Ordinary objections must be overcome by confidence, tact, non-resistance, enthusiasm, analysis, synthesis, and logic, having in view the law of mutual benefit.

Constructing the Analysis

It is possible that there is an occasional abnormal mind which may have the capacity to retain, recall, and recognize ideas and concepts so accurately and so logically that the owner **might** build a complete analysis of the ordinary kind without use of the written word.

Most of us, however, are not blessed with minds of such capacity. This being the case, it follows that, for all practical purposes, it is necessary to make each analysis in writing. It is the only possible thorough method.

The law of association and the law of similarity and contrasts lie at the foundation of much of the benefit secured when care and systematic investigation are applied to this fundamental process in scientific salesmanship, and the written method is the only "best" way to bring these laws into operation. He who neglects to make a written analysis of his proposition does so at his peril.

Samples of analysis. At the suggestion of the educational division we have prepared sample

charts of analyses on the sale of various things. These charts have been formulated along the general lines laid down and are designed to serve the purpose of assisting the new student to construct an analysis of his particular proposition.

The student will, of course, bear in mind that all these charts are elastic. They may be rearranged and probably improved in many ways. Possibly the students who submitted them have already discovered points where they could be improved.

The following questions to be submitted to manufacturers for analysis preliminary to taking the sale of a hardware specialty, by George Landis Wilson (a Sheldon student), for use by a merchandise factor, Chicago:

1. What is the thing?
2. What is it for?
3. If of several elements, what are they?
4. What material is used?
5. Is the material different from other like articles?
6. Why?
7. How does it work?
8. How does it compare with competing articles in operation?
9. How nearly does it approach perfection?
10. Where does it come from?
11. When does it date from?
12. Who produces it? When established, etc.?
13. How is it made?

14. How does the price compare with competing things in wholesale quantities? In retail quantities?
15. Is utility sacrificed to lower the price?
16. Is permanency secured at higher price?
17. Does the average user care about the quality?
18. For what is this a substitute?
19. What are the substitutes for this?
20. How do they compare in value and use?
21. For what classes of consumers is this a necessity?
22. For whom a convenience?
23. For whom a comfort?
24. For whom a luxury?
25. For what classes of retailers may this be a staple?
26. For whom a leader?
27. For whom a specialty?
28. For whom an occasional sale?
29. What classes of jobbers should carry this in stock?
30. Could any jobber sell for factory shipment?
31. Are sales mainly through jobbers, or direct?
32. What margin of profit for the jobber?
33. What margin of profit for the retailer?
34. What saving, if any, for the consumer?
35. Comparison is made with what?
36. How does quality compare with rivals?
37. How does utility compare?.

38. How does perfection compare?
39. How does cost compare?
40. What advantages have you over rivals? As to location, equipment, production, etc.?
41. Are profits adequate to assure stability of prices?
42. Are your cost figures actual or estimated?
43. (a) At what seasons do consumers buy most?
(b) What is a reasonable order?
44. (a) When do retailers want their main stocks?
(b) What is a reasonable order?
45. (a) When do jobbers want their main stocks?
(b) What is a reasonable order?
46. How far ahead are orders placed?
47. (a) Where do jobbers want their main stocks?
(b) How packed?
48. What is your guaranty, if any?
49. Have any improvements or changes in price been made recently, or are any contemplated?
50. Are there any legal enactments, underwriters' regulations, association rules, trade practices, or similar artificial conditions that serve to hamper or promote sales?
51. What is the best trade paper relating to this line?
52. The best technical periodical?
53. The best book?

Analysis of Lot (By a Sheldon student)

Sale the Desired End	Property	1. Nature and use	<ul style="list-style-type: none"> 1. Home site. 2. Business site. 3. Investment. 4. Place for savings.
		2. Location	<ul style="list-style-type: none"> 1. Relative. 2. Exact. 3. Climate. 4. Neighborhood.
		3. Description	<ul style="list-style-type: none"> 1. Size <ul style="list-style-type: none"> 1. Of lot. 2. Of building. 2. Price <ul style="list-style-type: none"> 1. Direct. 2. Comparative.
			<ul style="list-style-type: none"> 3. Income <ul style="list-style-type: none"> 1. Gross. 2. Expenses of utilities 4. Installment.
			<ul style="list-style-type: none"> 1. Sewer. 2. Water. 3. Insurance. 4. Taxes. 5. Light. 6. Telephone.
		4. Its future	<ul style="list-style-type: none"> 1. Accessibility being increased. 2. Property adjacent being improved. 3. General growth in that direction. 4. Resources of city and community.
	Customer	1. His relation to property	<ul style="list-style-type: none"> 1. For a home. 2. For an investment. 3. For income buildings. 4. As security for a loan.
		2. Showing property	<ul style="list-style-type: none"> 1. For occupation <ul style="list-style-type: none"> 1. Exposure. 2. Construction. 3. Surroundings 2. Comparison.
			<ul style="list-style-type: none"> 3. As an investment <ul style="list-style-type: none"> 1. Durability. 2. Fire protection. 3. Net returns 4. Future value
			<ul style="list-style-type: none"> 1. Cars. 2. Schools. 3. Churches.
		3. Suggestiveness	<ul style="list-style-type: none"> 1. Homes. 2. Business. 3. Savings. 4. Wealth. 5. Staple.
			<ul style="list-style-type: none"> 1. History of city. 2. Current clippings. 3. Experience of others. 4. Other cities.
		4. Closing sale	<ul style="list-style-type: none"> 1. Taking deposit. 2. Clearing title. 3. Final papers.

Analysis of a Book of Matches (By a Sheldon student)

Book of Matches	1. Nature	<ul style="list-style-type: none">1. Book of matches for advertisers.2. The most compact form of package to carry in pocket.
	2. Use	<ul style="list-style-type: none">1. Used by smokers and others to obtain fire.2. Advertisers use them to reach smokers.
	3. Description	<ul style="list-style-type: none">1. Cover space to print or lithograph an advertisement, twenty printed matches inside.2. Made of seventeen-point clay-coated stock, matches heavy pulp board, safety heads.3. Matches secured and stitched inside with wire staple.4. Lithographed in four colors and gold. Any design reproduced.
	4. History	<ul style="list-style-type: none">1. Made at Barberton, Ohio.2. Invented about 1890 by a man in New England, sold to Binghamton Match Co., and bought from them by the Diamond Match Co.3. Made by hand up to 1907, then by machine which makes 200,000 per day.
	5. Value	<ul style="list-style-type: none">1. They are of value to advertisers to reach the male or smoking population.2. The advertisement will be seen and carried until the matches are used up.3. Has a resale value as a match with any advertisement thereon.4. It is a sales factor, an accommodation to customers in cigar stores, and has great advertising value to hotels and manufacturers.

- | | | |
|----------|---|--|
| Customer | 1. Necessity | { <ol style="list-style-type: none"> 1. Patrons insist on this form of package. 2. It is popular, and competitors force each other to distribute them. 3. On account of the many gold and silver cases, people have to fit them. 4. In jute and cordage manufacturing companies they will not allow employees to carry any other package. |
| | 2. Demonstration or showing book | { <ol style="list-style-type: none"> 1. Attractive designs used and reproduced in four colors and gold, plain or embossed. 2. Different colored heads and burning qualities of sticks or splints. 3. Safety heads and they will not fly off. 4. Burns longer than any other match and holds well in the wind. 5. Showing patron how to handle it without burning himself. |
| | 3. Compared with other books of matches | { <ol style="list-style-type: none"> 1. Superior quality of matches and lithographing. 2. Stronger sticks and better striking qualities. 3. Costs no more and is guaranteed. 4. Better packing service, deliveries, and distribution. |
| | 4. As to purchase | { <ol style="list-style-type: none"> 1. Honestly made, best materials and workmanship. 2. Impregnated sticks. 3. Safe, convenient, attractive, useful. 4. Shipments spread over a period of time to meet customers' requirements and to be paid for ten days after each delivery. |
| | 5. Making sale | { <ol style="list-style-type: none"> 1. Signing contract. 2. Having sketch of proof O.K.'d. 3. Delivery and first payments. 4. Final payment. 5. Satisfying patron so that he repeats. |

Analysis of a "Safe Home" Match

What and for what	<ol style="list-style-type: none">1. Nature: A non-poisonous match that will ignite on any ordinary abrasive surface.2. Use: For obtaining or creating fire or light in the safest, most economical, and most convenient way.
Of what	<ol style="list-style-type: none">1. Parts: Stick or splint, and head or tip.2. Material in each part: Stick or splint of strong, clear, straight-grained, white pine, cut approximately round, strengthened by being longitudinally compressed. When cut, stick is paraffined and treated with chemicals to prevent charcoal glow after being extinguished. Head or tip is of non-poisonous sesquisulphide composition; coloring material for heads for aiding appearance of same only.3. Structure: Approximately round stick or splint about two and one-half inches long. Head oblong on one end of stick about one-fourth inch deep. Tip or ignitable part of head about one-sixth of an inch deep. Part of head near stick black, and tip red.4. State of perfection in present condition and service which attends delivery: Last word in match manufacture. As perfect as the experts which only the greatest match manufacturing concerns can secure can make it. A non-poisonous, safety, strike-anywhere match, inspected and labeled by the Underwriters Laboratories, Inc., who operate under the direction of the National Board of Fire Underwriters. Have been treated to prevent afterglow. Heads will not fly or drop off; can be stepped upon without causing ignition; will not ignite by spontaneous combustion. Rodents will not eat them. The safest match that has yet been made.

History

1. Where produced: Barberton, Ohio; Oswego, N. Y.
2. When produced: About January, 1913.
3. By whom produced: The Diamond Match Co.
4. How produced: Sticks or splints are cut by machinery from blocks of wood the thickness and the length of a splint. Being then automatically separated and held by one end in great rows side by side and run in this manner through the paraffining and impregnating processes and also over the composition tanks where they are automatically dipped to give them the heads or tips. They are then carried on the machine until dry, when the proper quantities for each box are released into the tray or container part of the boxes. The shucks or covers are then slipped on and the box is ready to be packed in packages and the packages into cases for shipment. The boxes, wrappers, and cases are all made and printed at the factories.

Value

1. Genuineness or real worth: This must be apparent from the foregoing.
2. Comparative and commercial value: While the Safe Home Match will perform the function of creating light or fire as well as any other match or appliance, it has the added feature of being non-poisonous, and is as safe as a match can possibly be. Its value commercially can thus be judged.

Analysis of a Catalogue Contract—The Catalogue (By a Sheldon student)

CHARACTER

Description of vehicles.

Description of construction of vehicles.

Analysis of selling argument.

Analysis of superiority over competitors' goods.

CONSTRUCTION

Cover	{ Attractive design to secure attention. Good quality stock to insure permanency.
Inside Stock	{ Enamel book to give good display of cuts. To give character to the book.
Illustration	{ Half tones from retouched photos. Vehicles especially posed and photographed by an expert.
Printing	{ Fully made ready. Best ink used. Job slip sheeted to prevent offset. Type a good readable style.

MANUFACTURE

(Name of company.)

Ten years devoted to specializing on vehicle cuts.

Own their entire plant and equipment.

Have one of the best writers in the country, at a salary of \$5,000 per year, to prepare descriptive matter.

Have thirty artists to do the retouching.

Have their own engraving plant for making plates.

Reputation in this line on vehicle work is unequaled.

VALUE

Will have distinctive order-bringing value.

Can be sent as a representative of firm in lieu of so much personal traveling.

Remains with customer an entire year.

Relation to Customer

NECESSITY

Only way of displaying at a distance goods manufactured by firm.

Impossible to be in the office of every agent all the time—catalogue will.

CONVENIENCE

For use of agents in showing goods to prospective purchasers.

Enables manufacturer to present his goods to thousands in a convenient and very creditable way.

COMPARISON WITH COMPETITORS

Only one other firm in position to do the writing, and their writers are inferior.

No other firm able to make same quality half tones of vehicle work—proof is the showing of contracts from the leading vehicle manufacturers—those known to buy the best regardless of cost.

Printing as good as can be produced.

Cost approximately the same as for work open to question regarding its quality.

EFFECT ON AGENTS

Shows manufacturer is prosperous and progressive because better than any catalogue ever used before and treated in a more effective manner. Is a help to selling because it influences agents' customers with the progressiveness of the manufacturer.

SECURING CONTRACT AND CARE OF SAME

1. Getting signature.
2. Taking rough notes, etc., for preparation of copy.
3. Securing photos or arranging for photographer and artist to call.
4. Exacting statement as to time when delivery must be made.
5. Outline approximate time necessary to complete and explain processes, showing why.

Analysis of Sale of Coffee (wholesale)

Coffee	1. Kind	<ul style="list-style-type: none"> 1. ——— Brand Coffee. 2. For all classes, but more especially those with whom common coffee disagrees.
	2. Description	<ul style="list-style-type: none"> 1. Quality <ul style="list-style-type: none"> 1. Finest India coffee. 2. No decayed or imperfect berries. 2. Preparation <ul style="list-style-type: none"> 1. Most carefully cleaned and roasted. 2. Bitter, poisonous, flavor-destroying cellulose tissue removed. 3. Granulated instead of ground. 4. No dust in it. 3. Packing <ul style="list-style-type: none"> 1. Full weight 1-lb. cans. 2. Automatically weighed and filled. 3. Sealed air tight.
	3. History	<ul style="list-style-type: none"> 1. General <ul style="list-style-type: none"> 1. Coffee formerly not harmful. 2. Reason for this. 3. Harmful element discovered. 2. Specific <ul style="list-style-type: none"> 1. C. W. Clark evolves idea. 2. Perfects process. 3. First called "Oc-tan-ated." 4. Name changed and why. 5. Now used by thousands.
	4. Value	<ul style="list-style-type: none"> 1. Best coffee obtainable. 2. Made better by purification. 3. Endorsed by physicians. 4. Endorsed by pure food experts. 5. Endorsed by consumers.

Customer	1. Necessity	<ul style="list-style-type: none"> 1. To retain trade of those with whom common coffee disagrees. 2. To win new customers. 3. To keep abreast of the times.
	2. Benefits	<ul style="list-style-type: none"> 1. Time, labor, etc., saved <ul style="list-style-type: none"> 1. Convenient package. 2. No blending. 3. No grinding. 4. No deterioration. 5. No waste. 2. Pecuniary <ul style="list-style-type: none"> 1. Costs no more than other high-grade coffee. 2. Usual profits. 3. Usual discounts.
	3. Compared with	<ul style="list-style-type: none"> 1. Other coffees <ul style="list-style-type: none"> 1. Greater purity. 2. Greater strength. 3. Much better flavor. 4. More economical. 5. Is good warmed over. 6. Costs no more. 7. Sales constantly increasing. 2. Coffee substitutes <ul style="list-style-type: none"> 1. It is real coffee. 2. It satisfies. 3. It is as harmless. 4. Greater margin of profit.
	4. Co-operation	<ul style="list-style-type: none"> 1. Advertising matter <ul style="list-style-type: none"> 1. Window display. 2. Newspaper advertising.
	5. Making sale	<ul style="list-style-type: none"> 1. Getting order. 2. Ascertaining rating. 3. Delivery. 4. Payment.

Analysis of a Timber Bond

The Bond	1. Nature and use	<ol style="list-style-type: none"> 1. Its nature: An investment of saving: First mortgage on standing timber and undeveloped lands. 2. Its use: To provide funds for development of property and manufacture of lumber, thereby increasing assets by turning natural resources into developed resources and increasing wealth.
	2. Of what composed	<ol style="list-style-type: none"> 1. Parts: Land, mortgage, standing timber, machinery, and earnings. 2. Material in each part, nature and use: Land to mortgage, standing timber, to manufacture and sell, machinery with which to manufacture, and underwriting, bonds to sell, money to use, profits to be derived. 3. Mechanism or structure preparatory stage: Acquiring land and incorporating development. Medium stage: In which partial development has been reached. Perfected stage: Property in complete running order and earning power established. 4. State of perfection in present condition and service which attends its delivery: When all development features have been completed, underwritten arrangements made and completed, mortgage prepared, executed and recorded, bonds properly prepared and executed.
	3. History	<ol style="list-style-type: none"> 1. Where produced: The first timber bonds were produced in the Central West. 2. When produced: About 1902. 3. By whom produced: By various companies, some of which were the C. A. Smith Lumber Co., The Parsons Pulp & Lumber Co., the Long Bell Lumber Co., and many others. Private corporations in most cases issuing bonds guaranteed by principal owners. 4. How produced: By usual form of underwriting but new as applied to this class of security.

The Bond	4. Value	<ol style="list-style-type: none"> 1. Genuineness or real worth: Is it good? Recognized as a valuable commercial asset. Leading banking houses have underwritten and placed upwards of \$60,000,000. There has not been a default in principal or interest in any of these. 2. Comparative and commercial value: When properly prepared and underwritten by reliable banking houses employing best experts it compares favorably with bonds of any class.
Customer	1. For his use	<ol style="list-style-type: none"> 1. Necessity: A place of safety to invest his savings. 2. Convenience: A high yielding investment convertible quickly into cash. 3. Comfort: Requires no supervision on his part. 4. Luxury: Funds so invested will enhance value of his future estate.
	2. To be sold by him at a profit	<ol style="list-style-type: none"> 1. Necessity: Attractiveness of investment. 2. Convenience: Market made for his bonds. He does not have to look up customers for himself. 3. Comfort: Not having to take loss. 4. Luxury: Ever increasing value. Sinking fund per thousand feet is double the amount of bonded debt per thousand feet, thus making bonds more valuable each year.
	3. In respect to rival goods	<ol style="list-style-type: none"> 1. Quality: Best obtainable as demonstrated by our careful investigation. 2. Utility: Better return on investment. 3. Perfection: Securities of this kind never having defaulted are perfection. 4. Cost: Increasing equity in this security renders the element of risk less by payments being made each year, thus increasing the market price of this bond and making the ultimate cost less.

Customer

4. In suggest-
iveness

1. Association in nature and uses: Nature and use similar to other bonds. Supply of timber in excess of growth is decreasing upwards of 300 per cent annually.
2. Association in personal experience: Made a study of the subject, have cut timber, have manufactured timber, and personally inspected operations, among them many of the timber tracts bonded by our company.
3. Association in former use by ancestors: No ancestral work on account of its being a comparatively new business. "It is we who are ancestors."
4. Historical associations: No defaults in properly organized companies. Large increase in value of standing timber and in price of lumber as well. Rapidly decreasing supply. Advances in prices on account of these conditions all of which have developed within the last decade.

Summary

First. Analysis provides the thought material and the order for synthetic presentation.

X **Second.** Analysis should be applied to competing goods, for the sake of comparison and to arm the salesman to meet objections and rival claims.

Third. Competition is best met by ability to show the superior merits of one's own goods while admitting the worth of the competitor's.

Fourth. Analysis of your own and of competitor's goods should be thorough.

Fifth. Price is not the only consideration, or even the chief consideration. Quality, use, salability at a profit, are more important than price save in exceptional cases.

Sixth. The salesman's compensation should be and now generally is determined not by the total of his sales, but by the profit which that total yields to the house.

Seventh. The salesman and the house he represents have a moral responsibility to the patron.

Eighth. The patron is entitled to the sound advice and superior instruction of the salesman as to quality, quantity, prices, and the condition of the general and of the local market.

Ninth. The policies of the house should be such that the salesman must have unbounded faith in the management, in the product, in the "what" and

the "why" of prices, and in all representations made.

Tenth. The method of analysis is, first, obtain all possible information about the article; second, follow the general form in arranging this information; third, learn to make your own form or chart; fourth, practice writing many analyses.

Eleventh. The whole of the salesman's knowledge will not need to be used in any one sale.

Twelfth. He should use no more knowledge in any one sale than is absolutely necessary.

Thirteenth. Analysis leads to clear thinking and adequate expression of thought.

Fourteenth. Analysis leads to a logical order of presenting the selling points.

Fifteenth. The analysis to be of any value must be specific. It must be of one definite article, thing, or proposition.

Sixteenth. None of the forms given here or in the textbook may exactly fit the salesman's need. He must vary the form to suit the article or proposition under consideration.

Seventeenth. The general form, however, will usually be found serviceable. It is

1. The thing itself.

- (a) Nature and purpose.
- (b) Structure.
- (c) History.
- (d) Value.

2. The thing in relation to customer.

- (a) For his own use.
- (b) To resell at profit.
- (c) In comparison with rival things.
- (d) In suggestiveness.

Eighteenth. Make every analysis in writing, and analyze everything you are offering for sale.

CHAPTER VIII

ANALYSIS OF THE FIELD OF OPERATION

WITH the business as a whole analyzed, and also one's self and the article or product for sale, the next thing to be analyzed is one's field of operation. This is an important element in success. It is intimately related to the question of finding the patron, and the following suggestions and list of questions should be studied in their relationships to Lesson Eight.

Some individuals and some firms attempt to cover too much territory. Others, again, do not begin to extend their area of service far enough. As in all other phases of life, the proper thing is the happy medium—the golden mean. This, in turn, is a question of the sound judgment of those who are deciding the matter.

The following series of questions will compel thought on this important subject:

As to any Field of Operation: What is it?

Question No. 1. What is its nature?

- (a) A city?
- (b) A county?
- (c) Several counties?
- (d) A state?

(e) Several states?

(f) Is it national in its scope?

(g) Is it international as to scope?

Question No. 2. Am I covering enough territory?
If not, why not?

Question No. 3. Am I covering too much territory? If so, why?

Question No. 4. What is my territory for?

Question No. 5. Is it a part of my capital? If so, why?

Question No. 6. Of what does my territory consist?

Question No. 7. Has it natural divisions or parts, as to (1) locality, or (2) classes of people in each division, as for instance, factory districts, residence districts, agricultural districts, districts peopled by foreigners, etc.?

Question No. 8. What is the material I have to work on in each part or division of my territory?

Question No. 9. What is the social structure of each division?

Question No. 10. What is the business status or structure of each division?

Question No. 11. What is the present state of perfection, or present condition, of my field?

Question No. 12. Is there anything which I can do as an individual to improve social and economic conditions in any part or parts of my territory?

History

Question No. 13. When was each natural division of my territory originally settled?

Question No. 14. By whom was it settled?

Question No. 15. How have its industries been produced?

Question No. 16. What are the leaders of thought in each division of my territory?

Question No. 17. Have I a special list of them? If not, why not?

Question No. 18. What would be the probable value to me of cultivating the social and business acquaintance of such leaders?

Value

Question No. 19. What can I say as to the genuineness or real worth of each section of my territory?

Question No. 20. What can I say as to the comparative and commercial value of each section of my territory in relationship to other sections and to the whole of my territory?

Question No. 21. How many people are there in my territory?

Question No. 22. What proportion of these are adults?

Question No. 23. What proportion are children?

Question No. 24. What proportion are foreigners?

Question No. 25. What proportion are colored?

Question No. 26. What proportion are possible buyers of my product?

Question No. 27. What proportion are probable buyers?

Question No. 28. To what proportion or percentage am I rendering my service now?

Question No. 29. Why is the proportion not larger?

Question No. 30. How can I increase it?

Question No. 31. Will advertising pay in my territory?

Question No. 32. By the nature of the population, will it pay in some sections of the territory and not in others?

Question No. 33. Will a certain form of advertising pay in one section and not in others?

Question No. 34. Would the house-to-house solicitation plan pay? If so, why? If not, why not?

Question No. 35. Would it pay to solicit a specialized list? If so, why? If not, why not?

Question No. 36. Would it pay to give premiums?

Question No. 37. If a retailer, would it pay to combine a mail-order business with the regular method of retailing?

Question No. 38. How can I profitably increase the area of my territory?

General Comments

The law of thoroughness is a fundamental principle of efficiency in all of life's relationships. The importance of working a territory thoroughly has been emphasized in the lesson on "Finding the Customer," and it is not necessary for us to dwell upon it at any length at this point in our studies.

It is a matter of such fundamental importance, however, in connection with this problem of analysis of one's field of operation, and the tendency of the ambitious is so prone to result in abnormal extension of field of operation, that we must not pass this subject without the following comment:

It is far better as a rule for the individual or the firm as a whole to work a smaller area of territory thoroughly and render the maximum of Service to each patron, than to spread out over a large territory and do the work in a slipshod manner.

The happy medium is the taking on of additional territory gradually, opening new fields only when the law of thoroughness has been observed in the present fields of operation.

Ambition is a good thing, but it was ambition that killed Cæsar, and ambition in the matter of enlarging extent of field of operation has killed many a business as a whole and rendered ineffective the work of many individual salesmen.

We are now ready to consider the characteristics which make the successful analyst.

CHAPTER IX

THE NECESSARY ATTRIBUTE OF THE EFFICIENT ANALYST

FROM the foregoing chapters it is a self-evident fact that certain characteristics or attributes are necessary to make a good analyst.

Requisite No. 1

Other things being equal, the analytical powers of the individual vary directly with his spirit of Service.

As is the case with the necessary requisites for finding the patron, the first logical necessity for making the best possible analyst is the spirit of Service, as a dominant element in the motive back of the action of the analyst.

It may be that the seed from which this grows is, as was the case with John of Egifa, the desire to make more money. It may be the pride of intelligence, or intellectual vanity, which prompts the analyst at the very beginning. If so, unless he conquers this and sinks self in the sea of Service, he will never rise to his greatest possible heights as an analyst.

But some way, somehow, the desire to excel in

service-rendering power must exist if a great analyst is to be the result.

Requisite No. 2

Other things being equal, the analytical powers of the individual vary directly with his power of concentration.

This power of the mind has been studied in the textbook accompanying Lesson Four, and we need not dwell upon it here further than to say that without it mastership in analysis is as much an impossibility as it would be to burn a hole in an oak plank by means of the sun without the use of a glass to focus the rays.

The power to concentrate one's mental forces can, however, be cultivated by any one who sufficiently desires success. With the vast majority it is an acquired rather than a natural power.

Since it is an essential ingredient for the attainment of success as a whole, every one in whom it is lacking must cultivate the desire to develop it, and then so nourish it and so use it that it will become developed. No one can be a thorough and accurate student of anything unless he concentrates his whole mind upon it at the proper time and in the proper place, to the exclusion of everything else.

The best students at the University of Chicago—the true students—so cultivate this power that

they can study in the clash and clatter of the elevated trains, even in the heart of the "loop," while riding to and from the university and their outside work downtown. At will, such students can exclude all else from consciousness but the subject matter in hand.

Some of the students of the Science of Business have related to the author that their mastery of the Course was accomplished largely in the time utilized in going to and coming from their work, even in crowded street cars.

It can be done: the man who says it can't, can or could do it, but will not. His trouble lies not in the fact that he cannot, but rather in the fact that he will not.

"If at first you don't succeed" is an old saying, fraught with a vital truth.

"Where there is a will, there is a way," and there is no difficulty so great but one can find a way over it, around it, through it, or under it.

Requisite No. 3

Other things being equal, the analytical power of the individual varies directly with his capacity to perceive relationships between the whole of the thing and the parts of which it is composed, the relationships between the parts themselves, and in turn the relationships of each part to the completed whole.

The great thing to cultivate in order to do this is naturalness. Do not think it is difficult, or that there is anything unnatural about analysis. Look at things in a purely natural way, if you would dissect them and resolve them into their fundamentals.

A teacher in the Emerson School of Oratory at Boston, Massachusetts, once gave a lecture to his class from the following outline:

The mind of any natural person (child or philosopher), on having presented to it an object or subject for the first time, sees it or perceives it in the following way: (1) as a whole; (2) each part to the exclusion of every other part; (3) each part in its relation to the whole; (4) each part in its relation to every other part. It then perceives the new whole.

The science of logic will be found of vast service in enabling the student to perceive things naturally as above outlined.

Requisite No. 4

Other things being equal, the efficiency of the individual as an analyst varies directly with the development of his constructive faculty of imagination.

This has been thoroughly treated in Lesson Four and its accompanying textbook. Its importance has also been dwelt upon in Lesson Eight in con-

nection with the subject of finding the patron. Here we will add only the following brief comments as to its importance in analysis.

Without the power to make ideal combinations of mental contents, the perception of possible and probable relationships is impossible.

The analysis of the individual without the imaginative faculty developed will lack vividness and inspiration. It will be cold and calculated; it will not move the emotions of the listener. Its appeal will be almost wholly to the intellect. It will not be nearly so potent a power in reaching the volition of the listener as will the analysis of him who vivifies and enlivens his work with mental pictures of probable relationships, such as a lively but sane and sensible imaginer can truthfully and optimistically picture as to possibilities and probabilities.

Requisite No. 5

Other things being equal, the efficiency of the analyst varies directly with the degree of patience exercised in the separation of the thing being analysed into all its parts.

The impatient individual will never become a great analyst until he conquers that negative tendency.

The analyst is fishing for points, and it requires time—sometimes much of it—to mentally dissect a problem to the end of resolving it into all its parts.

But few salesmen have the patience to analyze their goods until they see and know every point that can truthfully be made concerning them. But few executives have the patience to study the composite problems of the institution as a whole intently enough to enable them to see clear through those problems and thus to view them in all their parts and perceive the relationships of each part to the whole and of the whole to each part and of each part to all the other parts.

This is but another name for self-control, or a phase of it.

It has been thoroughly treated in Lessons Five and Seven, and again emphasized as an essential element in finding the patron, in Lesson Eight. Further comment is therefore unnecessary at this point.

Requisite No. 6

Other things being equal, the efficiency of the individual as an analyst varies directly with his powers of logic.

We have already defined logic as "the science of generalization, judgment, classification, reasoning, and systematic arrangement."

This is a matter of such basic importance that while the subject has been treated in a general way in the textbook accompanying Lesson Four, we shall devote a special textbook to the subject, which will accompany this lesson.

It is of fundamental importance, in connection with the problem of both analysis and synthesis (which latter subject will be thoroughly dealt with later in this Course) that we give it specific treatment in the textbook referred to.

At this point we merely challenge the attention of the student to the importance of the theme.

Requisite No. 7

Other things being equal, the efficiency of the analyst varies directly with his power of good diction.

Webster defines diction as "the choice of words for the expression of ideas; the construction, disposition, and application of words in discourse, with regard to clearness, accuracy, variety, etc.; mode of expression; language."

It will be readily perceived by the student that excellence of diction in the sense in which Webster has defined it is essential to the maximum efficiency of the analyst as an operator in the affairs of life. Many a splendid analysis as to points perceived has been ruined through the murdering of the King's English when the analyst comes to express the results of his analysis.

Efficient diction involves efficiency in

1. **Spelling.** If perchance any of the students of the Science of Business are deficient in this particular, the remedy lies in a good spelling book (which

can be procured for a nominal sum) plus careful attention to it. The mastery of even five words a day will accomplish wonders in a year's time. Any one can do that who really wants to do it.

2. Grammar. While Business Science at the very best cannot give an extensive course in English as a part of the Science of Business, it can and does furnish a brief synopsis of the essentials for the correct use of words, as approved by the science of Grammar.

Part I of the textbook accompanying this lesson is devoted to a study of the fundamentals of grammar.

It is the earnest hope of the author that those of the students of this Science whose training in the scholastic period of education has perchance been meager will study each of the three parts of the textbook referred to as earnestly as if it were one of the regular lessons from One to Twelve.

Furthermore, he hopes that this little textbook, devoted as it is to the fundamentals of grammar, rhetoric, and logic, will prove an inspiration to those who need further training to go on with the study of these specialized sciences until they shall have become masters of them.

3. Rhetoric. The treatment of this subject, even in synopsis form, would require more space than can be given to it in a regular lesson. Aside from this fact, many of our patrons are college and uni-

versity men who have had the advantage during their scholastic period of education of extensive training in such subjects as grammar, rhetoric, and logic.

To them, the study of these subjects in the regular lessons might seem an unnecessary use of time. We therefore devote Part II of the textbook accompanying this lesson to the fundamentals of the science of rhetoric, the object of the study of the fundamentals of both grammar and rhetoric being to enable the analyst to thoroughly polish the points arrived at through the process of analysis,—to so dress his thoughts in attractive language that they will gain the favorable attention and more readily arouse the interest and appreciation of the listener.

However, at this point we would venture a word of advice and indeed of caution to those of our students who have enjoyed the privilege of studying such subjects as grammar, rhetoric, and logic in the scholastic period of education.

Our earnest advice to such students is to read and study the textbook referred to, and thus meet old friends face to face, dressed in a simpler and less technical garb than when their acquaintance was made, perchance long years ago. It may be, too, that you did not appreciate their true worth at that time, and again perhaps many of the truths which these friends told you then may have been forgotten.

To all too great a degree the textbooks on the three subjects are as a rule written with culture as the end in view, rather than that of direct application to the problems of commerce and of everyday life. This tendency has been avoided in the textbook referred to, which has been especially prepared for this course of study.

Veteran students of these sciences will, we believe, find much of helpfulness in them, if they will but study and seek to apply the facts set forth.

As to those who have not studied the sciences of grammar, rhetoric, and logic prior to taking up the study of this Science, our earnest counsel is this: Be in no wise discouraged by reason of that fact. Neither imagine for a moment that on account of it you cannot fulfill all the requirements of being a good analyst and an expert in the use of the points arrived at through analysis. You can and you will if you but master and apply the truths set forth in this course of study, including those in the textbook which accompanies this lesson.

It is purposely made simple, practicable, usable, direct, and is intended primarily for that large class of ambitious people who need instruction in the fundamentals of the sciences referred to, but whose busy life perhaps has precluded, and may continue to preclude extensive study of the subjects treated.

Some of the ablest analysts among the now over

eighty thousand students of the Sheldon School have never attended a college or a university, and some have not even had the benefits of a high-school education.

It is the man—the amount of manhood in the man—that counts every time.

There are natural users of correct English: there are natural grammarians and natural rhetoricians and natural logicians who have never seen the inside of a textbook on grammar, rhetoric, or logic.

You, the reader, may be one of them. If not, and if your early schooling has been neglected, now is the time to correct your deficiencies in that regard, and the way to do it is to set about it with your whole will to remedy the defects.

This, as you now know, means the employment of the sum total of your mental powers—intellectual, emotional, and volitional—to the end of mastering and applying all the lessons and textbooks of this course of study, including the textbook which accompanies this lesson.

Requisite No. 8

Other things being equal, the efficiency of the individual as an analyst varies directly with his application of the art of synthesis.

Synthesis, as we have already learned, is the art of putting things together. Webster defines it as

"composition, or the putting of two or more things together; the combination of separate elements of thought or sensation into a whole, as simple into complex conceptions."

The law just above quoted means that the analyst must put the points which he has arrived at through analysis together again in a logical manner,—a manner which will make them into a new completed whole. It means that this must be done in such a way that they will naturally appeal to the mind of the listener, to the end of his persuasion.

This is a phase of persuasion which is so important that we shall treat it in the regular lessons.

The next two lessons, Eleven and Twelve, will be devoted wholly to this important subject of synthesis, vitalized by certain universal laws of the human mind which, studied in their relationships, constitute practical psychology or the psychology of action. Together these two subjects—synthesis and practical psychology—constitute the very substance of the life blood of persuasion, which, as we have seen, is Salesmanship in the abstract.

Lessons Eleven and Twelve from a practical standpoint—from the standpoint of the practical application of truths thus far learned in the field of commercial accomplishment—constitute one of the proudest achievements of the Science of Business.

Even the veterans in such studies will find new ground broken in the treatment of the theme in the next two succeeding lessons.

Taken as a whole, these two lessons involve a careful analysis of the fourth and last factor entering into all human relationships: namely, the meeting of the minds of the party of the first part and the party of the second part in common agreement.

The science of synthesis plus practical psychology is brought to bear upon this most vital problem in Lessons Eleven and Twelve in a way which we hope and believe will hold the attention and command the enthusiastic approval of veterans and beginners alike.

Just before taking up the consideration of this, the fourth and last branch of study involved in the Science of Business Building, we would call the attention of the student to the fact that the requisites of the analyst resolve themselves into another group of eight, which may be symbolized by the diagram on page 151.

1. The spirit of Service is the impelling power in the motive upon which all other requisites rest.

2. Concentration is the central requisite; it is essential to all the rest of the requisites.

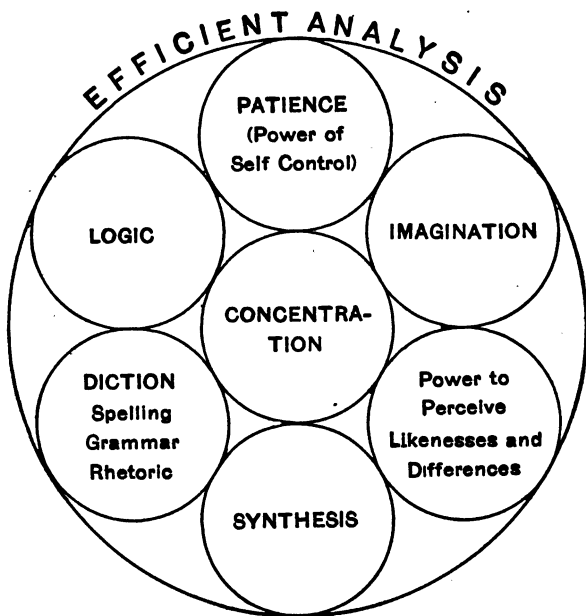
3. Touching the central circle are:

- (a) Power to perceive likenesses and differences.

- (b) Imagination.

- (c) Patience—power of self-control.
- (d) Logic.
- (e) Diction—spelling, grammar, rhetoric.
- (f) Synthesis.

The development of each of these six requires the central generic characteristic,—the power of



concentration, or undivided attention, backed and impelled by the spirit of true Service.

Thus we are brought again face to face with the always present truth that the problem of problems in all phases of business-building efficiency is the problem of Man Building, and that if we make the man right his work will take care of itself.

Summary

The requisites of a good analyst are:

First. The spirit of Service.

Second. The power of concentration.

Third. The power to perceive relationships between things—the whole and its parts, the several parts to each other, and each part to the whole.

Fourth. The power of imagination.

Fifth. The power of patience.

Sixth. A good logical faculty.

Seventh. The power to choose apt words.

Eighth. The power to synthesize or put together the thoughts obtained by analysis.

TEST QUESTIONS

1. Define analysis and state its object. 26
2. What four things or subjects should every salesman analyze? 27
3. How is the material for a thorough analysis to be obtained? 95.
4. Why is it advisable to analyze competing goods? 130
5. What are the eight requisites of a good analyst? 152
6. Make an analysis of some specific thing with which you are familiar, or of some service that you are selling. P 131-2
7. What three truths in this lesson have you found most helpful and how can you apply them in your daily work?

